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P39
1997

1997 ANNUAL TOWN REPORT PEMBROKE, NEW HAMPSHIRE



District 10 Schoolhouse

Department Addresses & Phone Numbers		
DEPARTMENT	ADDRESS	PHONE NUMBER
TOWN HALL	311 Pembroke Street E-mail: townhall@pembroke-nh.com Web Site: http://www.pembroke-nh.com	485-4747
Assessing Department Board of Selectmen Tax Collector Town Clerk Town Administration Planning and Land Use Department		
AMBULANCE Tri-Town Volunteer	Central Street	EMERGENCY - 911
COMMUNITY ACTION PROGRAM	155 Glass Street	485-7824
FIRE DEPARTMENT	247 Pembroke Street	EMERGENCY - 911 all other - 485-3621
HIGHWAY DEPARTMENT	8 Exchange Street	485-4422
LIBRARY	261 Pembroke Street	485-7851
POLICE DEPARTMENT	4 Union Street	EMERGENCY - 911 all other - 485-9173
SCHOOL DEPARTMENT		
Superintendent	267 Pembroke Street	485-5187 & 485-5188
Pembroke Academy	209 Academy Road	485-7881
Three Rivers School	243 Academy Road	485-9539
Hill School	300 Belanger Drive	485-9000
Village School	30 High Street	485-1807
SEWER DEPARTMENT	311 Pembroke Street	EMERGENCY - 485-5600 Billing & Service - 485-8658
WATER WORKS	212 Main Street	485-3362
WELFARE DEPARTMENT	311 Pembroke Street	485-2883

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About the Cover

District 10 Schoolhouse

Built in 1808, the District 10 Schoolhouse was used as a school until 1943. It then served as the headquarters of the Buck Street Fidelity Club until it was deeded to the Town of Pembroke in 1994. In 1996, the building was deeded to the Pembroke Historical Society. The Society moved the building to the Town Hall property in December of 1997 and is currently working on putting the building back together to serve as the headquarters for the Historical Society.

Photo by Roland Young, Jr.

Town of
Pembroke
New Hampshire



Annual Report

of the Board of Selectmen,
School Board, Officers,
Trustees, Agents and
other Boards, Committees, &
Commissions

Ending December 31 , 1997

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OUTSTANDING CITIZEN OF THE YEAR
1997
READ PARMENTER



Town Officials, Boards, Committees & Commissions

<p style="text-align: center;">BOARD OF SELECTMEN</p> <p>Meetings: Mondays, 7:00 p.m.</p> <p>John B. Goff 1998</p> <p>Armand "Tom" Martel 1999</p> <p>Gerald R. Belanger 2000</p> <p>David L. Stack, Town Administrator</p>	<p style="text-align: center;">ASSESSOR</p> <p>Donald Dollard, CRA, CNHA</p> <p>Isabelle Racine, Assistant Assessor</p> <hr/> <p style="text-align: center;">PLANNING AND LAND USE</p> <p>Michael Toepfer, Director</p> <p>John Freeman, Code Enforcement Officer</p>
<p style="text-align: center;">FIRE DEPARTMENT</p> <p>Richard Chase, Chief</p> <p>John Theuner, Asst. Chief</p> <p>Harold Paulsen, Dep. Chief</p>	<p style="text-align: center;">TRUSTEES OF THE TRUST FUNDS</p> <p>Gerard Fleury, Chair 1999</p> <p>Janice Edmonds 1998</p> <p>Norm Provencher 2000</p>
<p style="text-align: center;">TOWN CLERK</p> <p>James F. Goff 1998</p> <p>Elaine A. Couturier, Deputy</p>	<p style="text-align: center;">TAX COLLECTOR</p> <p>Nancy B. Clifford, CTC</p> <p>Isabelle Racine, Deputy</p>
<p style="text-align: center;">TREASURER</p> <p>Jane P. Bates 1998</p>	<p style="text-align: center;">EMERGENCY PREPAREDNESS</p> <p>Larry W. Young, Sr.</p>
<p style="text-align: center;">HIGHWAY DEPARTMENT</p> <p>Henry Malo, Road Agent</p> <p>Mike Baum, Foreman</p>	<p style="text-align: center;">POLICE DEPARTMENT</p> <p>Thomas F. Iverson, Jr., Chief</p> <p>Wayne Cheney, Deputy Chief</p>
<p style="text-align: center;">RECREATION COMMISSION</p> <p>Rose Galligan, Chair 1999</p> <p>David Seavey 1998</p> <p>Greg Goff 1998</p> <p>Robert Musil 1999</p> <p>Michelle Carvalho, Sec. 2000</p>	<p style="text-align: center;">CEMETERY COMMISSION</p> <p>Howard Robinson, Chair 1998</p> <p>William Stanley, Vice Chair 1998</p> <p>Arthur H. Fowler 1999</p> <p>Kenneth A. Fowler 1999</p> <p>James Garvin 2000</p>
<p style="text-align: center;">MODERATOR</p> <p>Thomas E. Petit 1999</p> <p style="text-align: center;">ASSISTANT MODERATOR</p> <p>Charles Mitchell</p>	<p style="text-align: center;">BOARD OF HEALTH</p> <p>Dr. Vincent E. Greco, Health Officer</p>
<p style="text-align: center;">LIBRARY TRUSTEES</p> <p>Marilyn Ross, Chair 1999</p> <p>Arthur H. Fowler 1998</p> <p>Lianne Hanson 1998</p> <p>Joyce Belanger 1999</p> <p>ElsieBrison 2000</p> <p>Melinda Baxter, Librarian</p>	<p style="text-align: center;">SUPERVISORS OF THE CHECKLIST</p> <p>Voter Registration</p> <p>8 a.m. - 4 p.m. Mon. - Fri. & 5 - 7 p.m. Thurs.</p> <p>Barbara Payne, Chair 2002</p> <p>Celeste Borgman 1998</p> <p>Roland Young, Jr. 2000</p>

Town Officials, Boards, Committees & Commissions

ROADS COMMISSION

Floyd Smith , Chair	2000
Thomas Dyke	1998
Oscar Plourde	1999
Alt. Maurice Lavoie	1999
Richard Kelsea, Planning Board Rep.	
Henry Malo, Road Agent	

WATER COMMISSION

William Stanley, Chair	1998
Maurice Lavoie	1999
Michael Bobblis	2000
Helen Petit	2001
Edward Lavallee	2002

BUDGET COMMITTEE

David Freeman-Woolpert, Chair	1999
Daryl Borgman, Vice Chair	1998
Steven Daviault	1999
Regina Baxter	1999
Kenneth Plourde	1998
Anne Davey	1998
Jacqueline Thompson	2000
James Van Nest	2000
Michael Duffy	2000
Gerard Fleury, School Board Rep.	
Gerald Belanger, Selectmen's Rep.	
Lorraine Payeur, Recording Secretary	

ECONOMIC DEVELOPMENT COMMITTEE

Michael Duffy, Chair	1998
Marie Ayles, Vice-Chair	2000
Barbara Lewis	1998
Robert Baxter	1999
Geoffrey J. Kennedy	1999
Patricia Laughlin	1999
Joseph Brigham	2000
Judith Ruty	2000
John Goff, Selectmen's Rep.	
Normand Provencher, Planning Board	

PLANNING BOARD

Meetings

2nd & 4th Tues. of the month, 7 p.m.

Normand Provencher, Chair	2000
Richard Kelsea, Vice Chair	1999
Cindy Lewis	1998
Mark LePage	1998
Christopher McNamara	1999
George Fryer	2000
Armand "Tom" Martel Selectmen's Rep.	

Alternates

David J. Beauchesne	1999
Paul D. Hanson	2000
Michael Toepfer, Town Planner	
Susan Gifford, Recording Secretary	

CONSERVATION COMMISSION

Thomas Beaulieu, Co-Chair	1999
Ann Reaves	1998
Vacant	1998
Heather Sherwood	1999
Read Parmenter	2000
Jo-Ann Belanger	2000
Vacant (3 Alternates)	2000

ZONING BOARD OF ADJUSTMENT

Meetings:

by notice, 7 p.m., Wednesdays

William Bonney, Chair	1998
Bruce Kudrick, Vice-Chair	2000
Catherine Roche	1999
Vincent Flewelling	2000
Kenard "Butch" Ayles	2000

Alternates

Alt. Teresa R. Beauchesne	1999
Alt. Steve L. Daviault	1999
Susan Gifford, Recording Secretary	

SEWER COMMISSION

Paulette Malo, Chair	1999
Roger Letendre	1998
Andrew Boisvert	2000

MESSAGE FROM THE BOARD OF SELECTMEN

The Board of Selectmen again dealt with a wide range of challenges and issues in 1997.

Highlights include:

Highway Department Facility Study Committee - The Committee that was formed in late 1996 continued to meet and study the space needs at the Highway Department facility. The Committee studied all options and developed the proposal that will be put before the voters at the 1998 Town Meeting.

Optional Fiscal Year/Semi-annual Tax Collection Study Committee - The Board appointed a committee consisting of Charles Connor, Linda Smith, Town Treasurer Jane Bates and Town Administrator David Stack to study the optional fiscal year, both with semi-annual tax collection and without, and determine whether or not it would be beneficial to the Town to adopt its use. The Committee has proposed placing the proposed adoption of semi-annual tax collection on the warrant for consideration at the 1998 Town Meeting.

Meetings with Boards, Committees and Commissions - Meetings were once again held every other week throughout the spring and summer with all boards, committees, commissions, and major departments to keep the Board up to date on all of their various activities. A large meeting with all of the same was also held in the fall.

Archiving of Records - The Board formed a committee to research the various options available for archiving (cd rom, microfilm, etc.) of records and to develop a plan for the storage of all past and future records. The Committee is still working on this task.

Merit Pay System - The Board and Town Administrator reviewed the procedure for the awarding of merit pay to Town employees and adopted a new plan that better addresses the fairness and effectiveness of merit pay.

The Board would like to once again thank all Town employees and all of the volunteers that serve on Town boards, committees, and commissions, and looks forward to working together with everyone in the coming year.

Board of Selectmen

John B. Goff, Chairman
Armand "Tom" Martel
Gerald R. Belanger

**MINUTES OF THE ANNUAL TOWN MEETING
TOWN OF PEMBROKE
MARCH 11, 1997**

The meeting was opened at 11:00 a.m. by Moderator Petit.

A motion was made to read and act on Articles #1 and #2 and the remaining articles to be acted upon at the deliberative session on March 15, 1997.

MOVED: Charles Mitchell

SECOND: Armand "Tom" Martel

VOTE: YES

MOTION PASSED

Moderator Petit reads Articles #1 and #2 on the Town Warrant and then opens the polls for voting.

ARTICLE #1: To choose all necessary officers for the year ensuing.

*Denotes elected

Town Clerk for one year:

James F. Goff 787*

Water Commissioner for one year:

William Stanley 688*

Treasurer for one year:

Jane P. Bates 714*

Water Commissioner for five years:

Edward R. Lavallee 697*

Selectman for three years:

Gerald R. Belanger 455*

Brian B. Tufts 359

Library Trustee for one year:

Arthur H. Fowler 706*

Sewer Commissioner for two years:

Paulette A. Malo 661*

Library Trustee for three years:

Elsie R. Brison 688*

Sewer Commissioner for three years:

Andy Boisvert (write-in) 19*

Trustee of Trust Funds for three years:

Norman H. Provencher 695*

ARTICLE #2: Are you in favor of the adoption of the following amendments to the existing Zoning Ordinance of the Town of Pembroke as proposed by the Planning Board:

AMENDMENT #1

Amend Article XIV. Section 143-111, by adding a new section F, to read as follows:

F. To hear and decide any equitable waivers of this chapter pursuant to RSA 674:33-a, as amended.
(Equitable Waivers);

Explanation: Section 143-111 outlines the duties and powers of the Zoning Board of Adjustment. The State legislature passed legislation in 1996 allowing Zoning Boards to grant equitable waivers, or deviations, from the property setbacks or other dimensional requirements, without showing hardship as required under the variance process. Individuals seeking relief from the setback requirements will still be required to go in front of the Zoning Board of Adjustment and have a public hearing, however the standards for relief have been reduced.

YES 287

NO 340

AMENDMENT #1 FAILED

**MINUTES OF THE ANNUAL TOWN MEETING
TOWN OF PEMBROKE
DELIBERATIVE SESSION
MARCH 15, 1997**

Moderator Petit opened the meeting at 10:00 a.m. with a moment of prayer and read the results of the official ballot. The registered voters have been checked in with the Checklist Supervisors. Michael Duffy of the Economic Development Committee then explained how they will handle the voting on the slogan contest for the Town.

ARTICLE #3. To see if the Town will vote to raise and appropriate the sum of seventy thousand dollars (\$70,000) to be added to the Town Equipment Capital Reserve Fund previously established.

Recommended by Board of Selectmen. Not recommended by Budget Committee.

(Majority vote required)

MOVED: Gerald R. Belanger

SECONDED: Alan Topliff

VOTE: YES

ARTICLE #3 ADOPTED

ARTICLE #4. To see if the Town will vote to raise and appropriate a sum not to exceed one hundred forty-five thousand dollars (\$145,000) to purchase a rubbish packer and a one ton dump truck with equipment and to authorize the withdrawal of a sum not to exceed one hundred forty-five thousand dollars (\$145,000) from the Town Equipment Capital Reserve Fund created for this purpose.

Recommended by Board of Selectmen. Not recommended by Budget Committee.

(Majority vote required)

MOVED: Pat Fair

SECONDED: Peter Mehegan

There was a motion made to "amend Article #4 from \$145,000 to \$35,000 for the purchase of a one ton dump truck and equipment".

MOVED: Catherine A. Roche

SECONDED: Thomas Veinote

Richard Kelsea and Charles Hamilton suggested that the Selectmen find out if it would be more cost effective to have the solid waste removal handled by a private contractor.

After much discussion, Henry Munroe moved to vote on the amendment.

MOVED: Henry Munroe

SECONDED: Mark Tetrault

VOTE: YES

VOTE ON AMENDMENT: NO

AMENDMENT TO ARTICLE #4 FAILS

There was a motion made to require that the current rubbish packer be traded in toward the purchase of the new rubbish packer.

MOVED: Paul Roche

SECONDED: Mark Tetrault

VOTE ON AMENDMENT: YES

AMENDMENT TO ARTICLE #4 PASSES

VOTE ON ARTICLE #4 AS AMENDED: YES

ARTICLE #4 PASSES AS AMENDED

ARTICLE #5. To see if the Town will vote to raise and appropriate a sum not to exceed one hundred sixty-two thousand dollars (\$162,000) to purchase a fire tanker truck and to authorize the withdrawal of a sum not to exceed one hundred sixty-two thousands dollars (\$162,000) from the Fire Equipment Capital Reserve Fund created for this purpose.

Recommended by Board of Selectmen. Recommended by Budget Committee.

(Majority vote required)

MOVED: Henry Lewis

SECONDED: Peter Mehegan

VOTE ON ARTICLE #5: YES

ARTICLE #5 PASSES

ARTICLE #6. To see if the Town will vote to raise and appropriate the sum of twenty-five thousand dollars (\$25,000) to be added to the Fire Equipment Capital Reserve Fund previously established.

Recommended by Board of Selectmen. Not recommended by Budget Committee.

(Majority vote required)

MOVED: Richard Bilodeau

SECONDED: Brian Lemoine

VOTE ON ARTICLE #6: NO

ARTICLE #6 FAILS

ARTICLE #7. To see if the Town will vote to raise and appropriate the sum of seven thousand dollars (\$7,000) to be added to the Academy Road Sidewalk Capital Reserve Fund previously established.

Recommended by Board of Selectmen. Recommended by Budget Committee.

(Majority vote required)

MOVED: John B. Goff

SECONDED: Armand "Tom" Martel

Town Administrator David L. Stack explained that the schedule for the construction of the sidewalk has now been pushed back until the year 2000.

VOTE ON ARTICLE # 7: YES

ARTICLE #7 PASSES

ARTICLE # 8. To see if the Town will vote to establish a Capital Reserve Fund under the provisions of RSA 35:1 for the purchase of small equipment by the Fire Department and to raise and appropriate the sum of fifteen thousand dollars (\$15,000) to be placed in this fund, and to designate the Board of Selectmen as agents to expend.

Recommended by Board of Selectmen. Recommended by Budget Committee.

(Majority vote required)

MOVED: Peter Mehegan

SECONDED: Henry Munroe

VOTE ON ARTICLE #8: YES

ARTICLE #8 PASSES

ARTICLE #9. To see if the Town will vote to establish a Capital Reserve Fund under the provisions of RSA 35:1 for the purchase of office equipment and to raise and appropriate the sum of two thousand eight hundred fifty dollars (\$2,850) to be placed in this fund, and to designate the Board of Selectmen as agents to expend.

Recommended by Board of Selectmen. Not recommended by Budget Committee.
(Majority vote required)

MOVED: John B. Goff

SECONDED: Nancy Clifford

VOTER ON ARTICLE #9: NO

ARTICLE #9 FAILED

ARTICLE #10. (By petition) To see if the Town will vote to raise and appropriate the sum of thirty thousand dollars (\$30,000) to be added to the Library Building capital reserve fund previously established in 1937.

Recommended by Library Board of Trustees. Not recommended by Board of Selectmen.
Not recommended by Budget Committee.
(Majority vote required)

MOVED: Lianne Hanson

SECONDED: Clint Hanson

After much discussion Marc Chronis moves to vote on the article.

MOVED: Marc Chronis

SECONDED: Mark Tetrault

VOTE: YES

VOTE ON ARTICLE #10: NO

ARTICLE #10 FAILS

ARTICLE #11. To see if the Town will vote to raise and appropriate the sum of \$3,797,424 which represents the operating budget. Said sum does not include special articles addressed.

MOVED: David Freeman-Woolpert

SECONDED: Kenneth Plourde

David Freeman-Woolpert, Chairman of the Budget Committee, explained that this amount would add just under 4% to the net amount to be raised by taxes to the Town's portion of the tax rate.

There was a motion made to add \$124,715 to the bottom line making it \$3,922,139.

MOVED: Gerald R. Belanger

SECONDED: Paulette Malo

The following is an explanation to the amendment contained in the handout from the Board of Selectmen at the beginning of the Deliberative Session of Town Meeting.

"11. Approval of Proposed 1997 Municipal Budget

At this point in the meeting, the proposed 1997 municipal operating budget will be discussed. As a result of its deliberations, the Budget Committee cut \$222,568 from the municipal budget that has been proposed by the Board of Selectmen. Of the \$222,568, \$124,718 was designated by the Budget Committee to be cut from the operating budget. The Board of Selectmen is asking the voters present to amend the budget to add back \$124,715 for the following purposes:

1) Minor Road Construction	86,965
2) General Assistance	15,000
3) Merit Raises	10,750
4) Town Hall exterior painting	6,000

5) Police Station renovation	2,000
6) Highway Garage bathrooms	2,000
7) Memorial Field bldg. Maintenance	1,000
8) Memorial Field riverbank stabilization	1,000

TOTAL	\$124,715
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VOTE ON AMENDMENT: NO	AMENDMENT TO ARTICLE #11 FAILS
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VOTE ON ARTICLE #11: YES	ARTICLE #11 PASSES
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ARTICLE #12. Shall we modify the elderly exemptions from property tax in the Town of Pembroke, based on assessed value, for qualified taxpayers, to be as follows: for a person 65 years of age up to 75 years, \$15,000; for a person 75 years of age up to 80 years, \$30,000; for a person 80 years of age or older \$60,000.

To qualify, the person must have been a New Hampshire resident for at least five (5) years, own the real estate individually or jointly, or if the real estate is owned by such person's spouse, they must have been married for at least five (5) years. In addition, the taxpayer must have a net income of not more than \$18,400 or, if married, a combined net income of less than \$26,400 and own net assets not in excess of \$35,000, excluding the value of the person's residence.

MOVED: Henry Lewis	SECONDED: Isabelle Racine
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This article was voted on by ballot.

The polls were opened at 11:45 a.m. and after all registered voters present who wished to vote had done so, the polls were closed at 12:05 p.m. The results are as follows.

YES 187	NO 37	ARTICLE #12 PASSES
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ARTICLE #13. To see if the Town will vote to discontinue and relinquish all interests of the Town therein a portion of Sand Road beginning at a point nine hundred and fifty feet (950') from Pembroke Street/Route 3 and terminating at Sheep Davis Road/Route 106, pursuant to RSA 231:43, provided that the Town incurs no expense resulting from the discontinuance.

MOVED: Paulette Malo	SECONDED: Dale Laberge
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Town Administrator David L. Stack explained that all of the property owners of Sand Road were contacted about this and were in favor because they felt it would eliminate the illegal dumping being done on their properties on that road.

Richard Chase stated that he thought it would create a substandard lot by eliminating the frontage for one of the pieces of property.

There was a motion made to table Article #13.

MOVED: Daryl Borgman	SECONDED: David Freeman-Woolpert
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VOTE ON MOTION: YES	ARTICLE #13 TABLED
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ARTICLE #14. To see if the Town will vote to accept the provisions of RSA 202-A:4 (d) authorizing the Pembroke Library Trustees to accept gifts of personal property, other than money, which may be offered to the library for any public purpose, and such authorization shall remain in effect until rescinded by a vote of the Town meeting. No acceptance of any personal property shall be deemed to bind the Town or the Library Trustees to raise, appropriate, or expend any public funds for the operation, maintenance, repair, or replacement of such personal property.

MOVED: Gerald R. Belanger

SECONDED: Armand "Tom" Martel

VOTE ON ARTICLE #14: YES

ARTICLE #14 PASSES

ARTICLE #15. To hear the reports of auditors, agents and committees or of officers heretofore chosen, and to pass any vote relating thereto.

There was a motion made to accept the reports printed in the 1996 Pembroke Town Report.

MOVED: Armand "Tom" Martel

SECONDED: Gerald R. Belanger

VOTE ON ARTICLE #15: YES

MOTION TO ARTICLE #15 PASSES

ARTICLE #16. To transact any other business that may legally come before said meeting.

Charles Hamilton stated that the budget could be reduced by \$71,313 by eliminating the Planner and Building Inspector positions, he felt that these positions were not needed and made a motion to reconsider Article #11.

MOVED: Charles Hamilton

SECONDED: Oscar Plourde

VOTE FOR RECONSIDERATION: NO

Michael Duffy of the Economic Development Committee gave the results of the voting for the new Town Slogan.

1st Place - Marc Chronis
2nd Place - Diane Beaman
3rd Place - Donald Jolin

Prosper in Pembroke
Situated for Success
Gateway to Business Success

Catherine Roche made a recommendation to the Planner and Board of Selectman to look at Zoning to extend the LO District south to the Pembroke - Allenstown town line.

Recognition was given to Read Parmenter as Pembroke's 1997 Outstanding Citizen.

There was a motion made to adjourn.

MOVED: Peter Mehegan

SECONDED: Frederick Walker

VOTE: YES

THE 1997 PEMBROKE TOWN MEETING WAS ADJOURNED
AT 12:32 p.m.

Respectfully submitted,
James F. Goff, Town Clerk, Town of Pembroke

1997 TAX RATE COMPUTATION

Total Town Appropriations	\$4,196,424.00
Less Revenue	2,490,773.00
Less Shared Revenues	34,519.00
Add Overlay	35,454.00
Add War Service Credits	44,300.00

Net Town Appropriation	\$1,750,886.00
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Municipal Tax Rate	\$7.98
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Due to Local School	\$5,855,013.00
Less Shared Revenues	115,379.00

Net School Appropriation	\$5,739,634.00
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School Tax Rate	\$26.17
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Due to County	\$454,909.00
Less Share Revenues	7,723.00

Net County Appropriation	\$447,186.00
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County Tax Rate	\$2.04
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Combined Tax Rate	\$36.19
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Total Property Taxes Assessed	\$7,937,706.00
Less War Service Credits	(44,300.00)

Total Property Tax Commitment	\$7,893,406.00
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SUMMARY INVENTORY OF VALUATION

DESCRIPTION OF PROPERTY

1997 VALUATION

VALUE OF LAND ONLY:

Current Use	\$1,011,150.00
Conservation Restriction	900.00
Residential	62,159,200.00
Commercial/Industrial	8,648,750.00

Total of Taxable Land	\$71,820,000.00
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VALUE OF BUILDING ONLY:

Residential	\$120,022,300.00
Manufactured Housing	1,429,000.00
Commercial/Industrial	<u>20,163,250.00</u>

Total of Taxable Buildings	\$141,614,550.00
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PUBLIC UTILITIES:

Gas	\$3,319,300.00
Electric	<u>4,330,400.00</u>

VALUATION BEFORE EXEMPTION

221,084,250.00

EXEMPTIONS:

Blind Exemptions - 8	\$120,000.00
Elderly Exemptions - 37	\$1,380,000.00
Totally & Permanently Disabled - 5	\$250,000.00

TOTAL DOLLAR AMOUNT OF EXEMPTIONS

(\$1,750,000.00)

NET VALUATION ON WHICH THE TAX RATE IS COMPUTED

\$219,334,250.00

TOWN OWNED PROPERTIES

MAP/LOT	LOCATION/DESCRIPTION	ACRES	LAND VALUE	BLDG VALUE
VE 1	172 Main Street - Veterans Park	0.12	8,000	
VE 62	212 Main Street - Water Works	0.25	24,700	51,000
VE 165	Central Street - Municipal Parking Lot	0.75	69,100	
VE 195	Glass Street	1.50	3,000	
VW 67	13 Pine Street	0.19	4,300	
VW 117	4 Union Street - Police Station	0.27	26,050	98,300
VW 118	6 Union Street	0.13	14,000	
VW 175	High Street	0.05	1,250	
VW 184	Exchange Street	2.51	5,000	
VW 186	Exchange Street	0.25	500	
VW 188	Memorial Field	29.70	140,400	36,550
VW 188-2	Memorial Field - sewer pump station			3,950
VW 189	8 Exchange Street - Highway Garage	4.35	70,050	79,450
VW 190	Pleasant Street	0.09	3,000	
VW 203	28 Pleasant Street	0.09	1,000	
VW 227	1 Bridge Street Extension	0.20	6,550	
VW 228	2 Exchange Street - Highway Annex	0.40	22,850	33,000
256 10-2	865 Dover Road	0.41	5,250	
256 24	814 Ricker Road	1.44	19,350	
260 CM-8	Cross Country Road - Richardson Cemetery	0.06		
262 1-1	358 Pembroke Hill Road - Town Pound	0.06	1,850	
262 23-1	438 Cross Country Road	17.50	76,650	
262 CM-4	Fourth Range Road - Pembroke Hill Cemetery	0.49		
262 27	543 Cross Country Road	14.00	1,050	
264 32-1	244 Academy Road - Shuett Conservation Area	7.29	6,700	
264 79-1	346 Pembroke Hill Road	0.32	2,950	
266 7	34 Mason Avenue - Conservation land	10.73	8,600	
266 40	247 Pembroke Street - Fire Station	1.82	93,800	273,050
266 CM-2	Buck Street - Evergreen Cemetery	9.55		
266 85-50	158A&B Tina Drive - dwelling	1.01	33,400	78,750
559 11	825 N. Pembroke Road	0.46	5,850	
559 13	Soucook River	4.00	4,000	
561 17-1(B)	147 Sheep Davis Road - sewer pump station			7,550
561 34	402-408 Borough Road	9.00	79,500	

TOWN OWNED PROPERTIES (Cont'd)

MAP/LOT	LOCATION/DESCRIPTION	ACRES	LAND VALUE	BLDG VALUE
561 44-1	Route 106	0.40	550	
561 CM-7	Borough Road - Abbott Cemetery	0.13		
563 22-1-1	502 Third Range Road - Bragfield Pond Conservation Area	26.62	7,350	
563 39	226 Brickett Hill Road - Water Works water tower	0.92	28,800	127,050
563 94	305-325 Brickett Hill Road - Town Forest	28.48	143,900	
565 31	37 Sherwood Meadows - dwelling	0.27	32,600	67,900
565 59	59 White Sands Road - Conservation Land	1.28	5,450	
565 81-A	Bow Lane - Conservation land	0.64	9,250	
565 81-B	White Sands Road - White Sands Conservation Area	31.64	84,700	
565 81-B(B)	55 White Sands Road - sewer pump station			5,500
565 81-C	444 Pembroke Street	34.30	80,850	
565 81-19	410 Nadine Road	0.56	9,000	
565 256	311 Pembroke Street - Town Hall	2.00	51,350	239,150
565 256-B	Historical Society Building (Town Hall)			14,250
565 CM-3	Pembroke Street - Pembroke Street Cemetery	2.38		
567 1-1	Merrimack River - Conservation land	2.95	1,500	
632 3	635 Pembroke Street - Water Works well	11.00	111,400	31,050
632 8-1(B)	702 Keith Avenue - sewer pump station			8,300
632 18-12	142 Sheep Davis Road - Water Works well	14.94	54,550	16,350
634 46	572 Pembroke Street - sewer pump station	0.11	24,000	
634 46(B)	572 Pembroke Street - sewer pump station			8,250
868 CM-1	Route 28 - Buck Street Cemetery	2.51		
870 34	622 Thompson Road	0.13	22,250	
935 CM-5	N. Pembroke Road - Old N. Pembroke Cemetery	0.46		
937 CM-6	N. Pembroke Road - New N. Pembroke Cemetery	0.53		
939 67	501 Kimball Road - Whittemore Town Forest, Conservation and Recreation Area	135.00	119,700	

COMPARATIVE STATEMENT OF APPROPRIATIONS AND EXPENDITURES IN 1997

<u>TITLE OF APPROPRIATION</u>	<u>APPROPRIATIONS</u>	<u>EXPENDED*</u>	<u>BALANCE</u>
Executive	206,515	199,299	7,216
Elec., Reg. & Vital Stat.	45,678	44,254	1,424
Financial Administration	118,594	108,699	9,895
Planning and Zoning	110,649	97,055	13,594
Cemeteries	9,402	8,398	1,004
Other General Government	191,700	159,738	31,962
Police	538,863	524,828	140,353
Fire	140,024	141,099	(1,075)
Emergency Preparedness	463	415	48
Highways and Streets	389,074	375,183	13,891
Road Construction/Maint	192,832	191,566	1,266
Fleet Maintenance	48,894	48,590	304
Solid Waste Disposal	302,363	291,631	10,732
Sewer Commission	275,929	275,929	0
Water Services	364,176	364,176	0
Public Health	40,395	39,881	514
Welfare Department	53,488	53,407	81
Parks and Recreation	49,464	44,703	4,761
Library	64,414	64,414	0
Patriotic Purposes	2,410	2,250	160
Conservation Commission	1,060	1,060	0
Economic Development	8,925	7,767	1,158
Principal-Long Term Bonds	317,667	310,397	7,270
Interest-Long Term Bonds	160,080	142,777	17,303
Interest on TAN	139,415	114,427	24,988
Capital Outlay	331,950	331,971	(21)
Payments-Cap. Reserve Fund	92,000	92,000	0
TOTALS	4,196,424	4,035,914	
NET BALANCE OF APPROPRIATIONS			160,510

*Unaudited

**LONG TERM INDEBTEDNESS
AS OF 12/31/97**

Purpose: Amount: Year: Interest:	Sewer Plant \$3,042,000 1971 5.10%		Rte. 3/106 Sewer Project \$3,155,947 1994 3.9%		TOTAL
Maturities	Principal	Interest	Principal	Interest	Principal & Interest
1998	100,000	17,850	210,396.50	115,097.41	443,343.91
1999	100,000	12,750	210,396.50	106,876.16	430,022.66
2000	100,000	7,650	210,396.50	98,654.92	416,701.42
2001	100,000	2,550	210,396.50	90,433.68	403,380.18
2002			210,396.50	82,212.43	292,608.93
2003			210,396.50	73,991.19	284,387.69
2004			210,396.50	65,769.95	276,166.45
2005			210,396.50	57,548.70	267,945.20
2006			210,396.50	49,327.46	259,723.96
2007			210,396.50	41,106.22	251,502.72
2008			210,396.50	32,884.97	243,281.47
2009			210,396.50	24,663.73	235,060.23
2010			210,396.50	16,442.49	226,838.99
2011			210,396.55	8,221.25	218,617.80



MASON+RICH

INDEPENDENT AUDITOR'S REPORT

PROFESSIONAL
ASSOCIATION
ACCOUNTANTS
AND AUDITORS

March 27, 1997

Board of Selectmen
Town of Pembroke
Pembroke, New Hampshire

We have audited the accompanying general purpose financial statements of the Town of Pembroke, New Hampshire, as of December 31, 1996 and for the year then ended. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards, Governmental Auditing Standards, issued by the Comptroller General of the United States and the provisions of Office of Management and Budget Circular A-128, "Audits of State and Local Governments". Those standards and OMB Circular A-128 require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

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The general purpose financial statements referred to in the first paragraph does not include the Pembroke Water Works (enterprise fund), which should be included to conform with generally accepted accounting principles. The omitted fund has assets, liabilities, revenues and expenditures of \$1,573,723, \$80,401, \$330,201 and \$337,054, respectively.

As more fully described in Note 1, the combined financial statements do not include the general fixed assets account group which should be included to conform with generally accepted accounting principles. The amount that should be recorded in the general fixed assets account group is not known.

As described more fully in Note 10 to the financial statements, the Town does not accrue the current portion of accumulated vacation or sick pay in the General Fund in accordance with generally accepted accounting principles. The effect on the combined financial statement of this departure from generally accepted accounting principles cannot be determined.

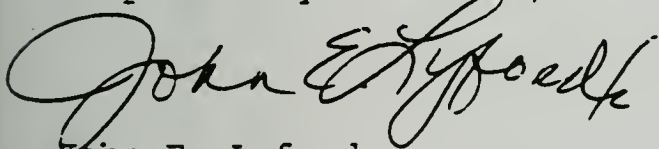
In our opinion, except for the effect on the financial statements of the omissions described in the third and fourth paragraphs and subject to the effects of such adjustments if any, as might have been determined to be necessary had we been able to satisfy ourselves as to the matter discussed in the fifth paragraph, the combined financial statements referred to above present fairly in all material respects, the financial position of the Town of Pembroke, New Hampshire as at December 31, 1996 and the results of its operations and cash flows of its proprietary fund types for the year then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The accompanying combined and individual fund financial statements and Schedule of Federal Financial Assistance listed as supporting schedules in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Pembroke, New Hampshire. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly stated in all material respects in relation to the general purpose financial statements taken as a whole.

During the year, the Town of Pembroke implemented an accounting change in the method of reporting expendable Trust Funds (School District Capital Reserves) held by the Town's Trustees of Trust Funds. The effect of the change on the financial statement is described in Note 19.

In accordance with Government Auditing Standards, we have also issued a report dated March 27, 1997 on our consideration of the Town's internal control structure and a report dated March 27, 1997 on its compliance with laws and regulations.

Respectfully submitted,



John E. Lyford
Certified Public Accountant
MASON + RICH PROFESSIONAL ASSOCIATION
Accountants and Auditors

TOWN OF PEMBROKE, NEW HAMPSHIRE
COMBINED BALANCE SHEET
ALL FUND TYPES AND ACCOUNT GROUPS
DECEMBER 31, 1996

	Governmental Fund Types			Proprietary	Fiduciary	Account	Totals (Memorandum Only)
	General	Special Revenue	Capital Projects	Fund Types	Fund Types	Groups	
				Enterprise	Trust and Agency	Long-Term Debt	
ASSETS							
Cash	\$1,666,721	\$74,435	\$131,612	\$86,975	\$380,585	\$	\$2,340,328
Temporary Investments	-	11,291	-	284,141	421,904	-	717,336
Investments (Note 1)	-	-	-	-	332,262	-	332,262
Taxes Receivable	1,351,454	-	-	-	-	-	1,351,454
Accounts Receivable	110,828	-	-	68,351	-	-	179,179
Betterment Assessment Receivable	-	-	-	718,653	-	-	718,653
Due from Other Governments (Note 3)	-	-	136,130	196,219	-	-	332,349
Due from Other Funds (Note 4)	138,359	25	887	46,604	62	-	185,937
Restricted Assets: Temporary Investments	-	-	-	149,888	-	-	149,888
Property by Tax Lien and Title	19,796	-	-	-	-	-	19,796
Property and Equipment (Net of Accumulated Depreciation) (Note 5)	-	-	-	5,482,896	-	-	5,482,896
Amount to be Provided in Future Years for Retirement of Long-Term Debt	-	-	-	-	-	3,106,910	3,106,910
TOTAL ASSETS	\$3,287,158	\$85,751	\$268,629	\$7,033,727	\$1,134,813	\$3,106,910	\$14,916,988

(Continued)

The Accompanying Notes are an Integral Part of This Financial Statement

TOWN OF PEMBROKE, NEW HAMPSHIRE
COMBINED BALANCE SHEET
ALL FUND TYPES AND ACCOUNT GROUPS
DECEMBER 31, 1996

	Governmental Fund Types				Proprietary Fund Types		Fiduciary Fund Types		Account Groups		Totals (Memorandum Only)
	General		Special Revenue	Capital Projects	Enterprise		Trust and Agency		General	Long-Term Debt	
LIABILITIES AND FUND BALANCE											
Liabilities											
Accounts Payable	\$53,375	\$	-	-	\$	-	-	\$	-	-	\$53,375
Accrued Liabilities	31,677	-	-	-		8,291	-	-	-	-	39,968
Contracts Payable	-	-	-	160,892		-	-	-	-	-	160,892
Retainage Payable	-	-	-	30,013		-	-	-	-	-	30,013
Due to Other Governments (Note 3)	2,542,771	-	-	10,990		-	-	10,891	-	-	2,564,652
Due to Other Funds (Note 4)	46,691	-	-	83,770		12,076	-	43,400	-	-	185,937
Due to Specific Individuals	-	-	-	-		-	-	311,744	-	-	311,744
Deferred Revenue	19,796	-	-	-		27,976	-	-	-	-	47,772
Bonds Payable (Note 6)	-	-	-	-		500,000	-	-	3,106,910	-	3,606,910
Total Liabilities	2,694,310	-	-	285,665		548,343	-	366,035	3,106,910	-	7,001,263
Fund Balances											
Contributed Capital:											
Municipal Contributions	-	-	-	-		699,109	-	-	-	-	699,109
Individual Contributions	-	-	-	-		765,242	-	-	-	-	765,242
Intergovernmental Contributions	-	-	-	-		4,611,083	-	-	-	-	4,611,083
Retained Earnings	-	-	-	-		409,950	-	-	-	-	409,950
Fund Balance:											
Reserved for Encumbrances	91,438	-	-	-		-	-	-	-	-	91,438
Reserved by Trust Instruments	-	-	-	-		-	-	258,414	-	-	258,414
Reserved for Contingencies	55,560	-	-	-		-	-	-	-	-	55,560
Unreserved:	-	-	-	-		-	-	-	-	-	-
Designated by Trust Instruments	-	-	-	-		-	-	46,127	-	-	46,127
Designated for Specific Projects/ Purposes	-	85,751	-	-		-	-	-	-	-	85,751
Designated for Capital Acquisition	-	-	-	-		-	-	464,237	-	-	464,237
Undesignated (Deficit)	445,850	-	-	(17,036)		-	-	-	-	-	428,814
Total Fund Balance	592,848	85,751	-	(17,036)		6,485,384	-	768,778	-	-	7,915,725
TOTAL LIABILITIES AND FUND BALANCES											
	\$3,287,158	\$85,751	\$268,629	\$7,033,727		\$1,134,813		\$3,106,910			\$14,916,988

The Accompanying Notes are an Integral Part of This Financial Statement

TOWN OF PEMBROKE, NEW HAMPSHIRE
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS
FOR THE YEAR ENDED DECEMBER 31, 1996

	Governmental Fund Types			Fiduciary	Totals (Memorandum Only)
	General	Special Revenue	Capital Projects	Expendable Trust	
Revenues					
Taxes	\$8,022,160	\$ -	\$ -	-	\$8,022,160
Licenses, Permits and Fees	586,706	-	-	-	586,706
Intergovernmental	421,011	-	-	-	421,011
Interest and Dividends	119,677	2,760	-	19,111	141,548
Charges for Services	187,024	2,841	-	-	189,865
Miscellaneous	129,150	10,254	-	-	139,404
Total Revenues	9,465,728	15,855	-	19,111	9,500,694
Expenditures					
Town:					
General Government	591,175	225	-	-	591,400
Public Safety	679,843	5,368	-	-	685,211
Highways, Streets, Bridges	726,092	-	-	-	726,092
Sanitation	284,329	-	-	-	284,329
Health	40,398	-	-	-	40,398
Welfare	45,461	-	-	-	45,461
Culture and Recreation	48,351	65,026	-	-	113,377
Conservation	1,067	24,725	-	-	25,792
Economic Development	6,270	-	-	-	6,270
Debt Service - Interest	108,803	-	-	-	108,803
Capital Outlay	190,651	-	456,080	-	646,731
Total Town Expenditures	\$2,722,440	\$95,344	\$456,080	-	\$3,273,864

(Continued)

The Accompanying Notes are an Integral Part of This Financial Statement

TOWN OF PEMBROKE, NEW HAMPSHIRE
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS
FOR THE YEAR ENDED DECEMBER 31, 1996

	Governmental Fund Types			Fiduciary Fund Type	Totals (Memorandum Only)
	General	Special Revenue	Capital Projects		
Other Governmental Units:					
School District Assessment	\$5,888,033	\$ -	\$ -	\$ -	\$5,888,033
County Taxes	426,712	-	-	-	426,712
Total Other Governmental Units	6,314,745	-	-	-	6,314,745
Total Expenditures	9,037,185	95,344	456,080	-	9,588,609
Excess (Deficiency) of Revenues Over Expenditures	428,543	(79,489)	(456,080)	19,111	(87,915)
Other Financing Sources (Uses)					
Bond Proceeds	-	-	457,019	-	457,019
Operating Transfers In	69,213	60,184	23,525	142,913	295,835
Operating Transfers (Out)	(281,003)	-	-	(92,576)	(373,579)
Total Other Financing Sources (Uses)	(211,790)	60,184	480,544	50,337	379,275
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses)	216,753	(19,305)	24,464	69,448	291,360
Cummulative Effect of a Change In Accounting Principle (Note 19)	-	-	-	(118,110)	(118,110)
Fund Balances, (Deficit) Beginning of Year	376,095	105,056	(41,500)	512,899	952,550
Fund Balances, (Deficit) End of Year	\$592,848	\$85,751	(\$17,036)	\$464,237	\$1,125,800

The Accompanying Notes are an Integral Part of This Financial Statement

TOWN OF PEMBROKE, NEW HAMPSHIRE
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
BUDGET AND ACTUAL - GENERAL AND SPECIAL REVENUE FUND TYPES
FOR THE YEAR ENDED DECEMBER 31, 1996

	General Fund		Variance Favorable (Unfavorable)	Special Revenue Funds		Variance Favorable (Unfavorable)
	Budget	Actual		Budget	Actual	
Revenues						
Taxes	\$8,001,450	\$8,022,160	\$20,710	\$ -	\$ -	\$ -
Licenses, Permits and Fees	559,250	586,706	27,456	-	-	-
Intergovernmental	404,559	421,011	16,452	-	-	-
Interest and Dividends	115,000	119,677	4,677	-	661	661
Charges for Services	228,235	187,024	(41,211)	-	2,799	2,799
Miscellaneous	131,965	129,150	(2,815)	-	-	-
Total Revenues	9,440,459	9,465,728	25,269	-	3,460	3,460
Expenditures						
Town:						
General Government	589,532	591,175	(1,643)	-	-	-
Public Safety	718,278	679,843	38,435	-	-	-
Highways, Streets, Bridges	826,358	726,092	100,266	-	-	-
Sanitation	274,189	284,329	(10,140)	-	-	-
Health	40,394	40,398	(4)	-	-	-
Welfare	71,556	45,461	26,095	-	-	-
Culture and Recreation	50,474	48,351	2,123	59,540	65,026	(5,486)
Conservation	1,252	1,067	185	-	-	-
Economic Development	7,105	6,270	835	-	-	-
Debt Service - Principal	-	-	-	-	-	-
- Interest	141,500	108,803	32,697	-	-	-
Capital Outlay	236,455	190,651	45,804	-	-	-
Total Town Expenditures	2,957,093	2,722,440	234,653	59,540	65,026	(5,486)
Other Governmental Units:						
School District Assessment	5,888,033	5,888,033	-	-	-	-
County Taxes	426,712	426,712	-	-	-	-
Total Other Governmental Units	6,314,745	6,314,745	-	-	-	-
Total Expenditures	9,271,838	9,037,185	234,653	59,540	65,026	(5,486)
Excess (Deficiency) of Revenues Over Expenditures (Budgetary Basis)	\$168,621	\$428,543	\$259,922	(\$59,540)	(\$61,566)	(\$2,026)

(Continued)

The Accompanying Notes are an Integral Part of This Financial Statement

TOWN OF PEMBROKE, NEW HAMPSHIRE
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
BUDGET AND ACTUAL - GENERAL AND SPECIAL REVENUE FUND TYPES
FOR THE YEAR ENDED DECEMBER 31, 1996

	General Fund			Special Revenue Funds		
	Budget	Actual	Variance Favorable (Unfavorable)	Budget	Actual	Variance Favorable (Unfavorable)
Other Financing Sources (Uses)						
Operating Transfers In	\$70,480	\$69,213	(\$1,267)	\$59,540	\$60,184	\$644
Operating Transfers (Out)	(\$281,003)	(\$281,003)	-	-	-	-
Total Other Financing Sources (Uses)	(210,523)	(211,790)	(1,267)	59,540	60,184	644
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses) (Budgetary Basis) (Note 8)	(41,902)	216,753	258,655	-	(1,382)	(1,382)
Adjustments:						
Nonbudgeted Special Revenue Funds Not Included in Adopted Budget	-	-	-	-	(17,923)	(17,923)
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses) (GAAP Basis)	(41,902)	216,753	258,655	-	(19,305)	(19,305)
Fund Balance, Beginning of Year	257,861	376,095	118,236	105,056	105,056	-
Fund Balance, End of Year	\$215,959	\$592,848	\$376,891	\$105,056	\$85,751	(\$19,305)

The Accompanying Notes are an Integral Part of This Financial Statement

TOWN OF PEMBROKE, NEW HAMPSHIRE
 COMBINED STATEMENT OF REVENUES, EXPENSES AND CHANGES IN RETAINED EARNINGS/
 FUND BALANCE - ALL PROPRIETARY FUND TYPES AND SIMILAR TRUST FUNDS
 FOR THE YEAR ENDED DECEMBER 31, 1996

	Proprietary Fund Type	Fiduciary Fund Type	Totals (Memorandum Only)
	Enterprise	Non- expendable Trusts	
<u>Operating Revenues</u>			
Charges for Services	\$329,961	\$ -	\$329,961
Interest and Dividends	-	18,629	18,629
Total Operating Revenues	<u>329,961</u>	<u>18,629</u>	<u>348,590</u>
<u>Operating Expenses</u>			
General Operating Expense:			
Maintenance and Repairs	6,864	-	6,864
Utilities	12,995	-	12,995
Administrative	23,366	-	23,366
Operating Expense Paid - Allentown	237,197	-	237,197
Depreciation	157,669	-	157,669
Miscellaneous	2,691	12,170	14,861
Total Operating Expenses	<u>430,782</u>	<u>12,170</u>	<u>502,952</u>
Operating Income (Loss)	<u>(100,821)</u>	<u>6,459</u>	<u>(154,362)</u>
<u>Non-Operating Revenues (Expenses)</u>			
State Aid Water Pollution	44,838	-	44,838
Less: State Aid Applied to Principal of Debt	(33,650)	-	(33,650)
Interest on Deposits	22,671	-	22,671
Interest Expense - Bonds	(26,391)	-	(26,391)
Total Non-Operating Revenues (Expenses)	<u>7,468</u>	<u>-</u>	<u>7,468</u>
Net Income (Loss) Before Operating Transfers	<u>(103,353)</u>	<u>6,459</u>	<u>(146,894)</u>
<u>Operating Transfers In (Out)</u>			
Operating Transfers In	83,050	-	83,050
Operating Transfers (Out)	-	(644)	(644)
Total Operating Transfers In (Out)	<u>83,050</u>	<u>(644)</u>	<u>82,406</u>
Net Income (Loss)	<u>(20,303)</u>	<u>5,815</u>	<u>(64,488)</u>
<u>Other Changes in Retained Earnings/Fund Balance</u>			
Credit Arising from Transfer of Depreciation to Contributed Capital	<u>124,599</u>	<u>-</u>	<u>124,599</u>
Net Increase (Decrease) in Retained Earnings/ Fund Balance	<u>54,296</u>	<u>5,815</u>	<u>60,111</u>
Retained Earnings/Fund Balance, Beginning of the Year, Restated (Note 18)	<u>355,654</u>	<u>298,726</u>	<u>654,380</u>
Retained Earnings/Fund Balance, End of the Year	<u>\$409,950</u>	<u>\$304,541</u>	<u>\$714,491</u>

TOWN OF PEMBROKE, NEW HAMPSHIRE
 COMBINED STATEMENT OF CASH FLOWS
 ALL PROPRIETARY FUND TYPES AND SIMILAR TRUST FUNDS
 FOR THE YEAR ENDED DECEMBER 31, 1996

	Proprietary <u>Fund Types</u>	Fiduciary <u>Fund Types</u>	Totals (Memorandum Only)
	<u>Enterprise</u>	<u>Non- expendable Trusts</u>	
<u>Cash Flows from Operating Activities</u>			
Operating Income (Loss) - Exhibit D	<u>(\$160,821)</u>	<u>\$6,459</u>	<u>(\$154,362)</u>
Adjustments to Reconcile Net Income (Loss) to Net Cash Provided by Operating Activities:			
Depreciation	157,669	-	157,669
Interest and Dividends on Investments	-	18,629	18,629
Change in Operating Assets and Liabilities:			
(Increase) Decrease In Assets:			
Accounts Receivable	13,259	-	13,259
Due From Other Funds	(46,604)	-	(46,604)
Due From Other Governments	44,838	-	44,838
Increase (Decrease) In Liabilities:			
Due to Other Funds	(20,403)	-	(20,403)
Accounts Payable	(13,112)	-	(13,112)
Deferred Revenue	(11,188)	-	(11,188)
Total Adjustments	<u>124,459</u>	<u>18,629</u>	<u>143,088</u>
Net Cash Provided (Used) by Operating Activities	<u>(36,362)</u>	<u>25,088</u>	<u>(11,274)</u>
<u>Cash Flows From Noncapital Financing Activities</u>			
Operating Transfers In From Other Funds	83,050	-	83,050
Operating Transfers Out To Other Funds	-	(644)	(644)
Net Cash Flows Provided (Used) by Noncapital Financing Activities	<u>83,050</u>	<u>(644)</u>	<u>82,406</u>
<u>Cash Flows From Capital and Related Financing Activities</u>			
Principal Paid on Bonds	(100,000)	-	(100,000)
Principal Reimbursement - State Aid Water Pollution	33,650	-	33,650
Interest Paid on Bonds	(28,050)	-	(28,050)
Interest Reimbursement - State Aid Water Pollution	11,188	-	11,188
Net Cash Provided (Used) by Capital and Related Financing Activities	<u>(83,212)</u>	<u>-</u>	<u>(83,212)</u>
<u>Cash Flows from Investing Activities</u>			
Purchase of Property and Equipment	(4,650)	-	(4,650)
Interest and Dividends on Investments	22,671	(18,629)	4,042
Net Cash Provided (Used) by Investing Activities	<u>18,021</u>	<u>(18,629)</u>	<u>(608)</u>
Increase (Decrease) in Cash and Cash Equivalents	(18,503)	5,815	(12,688)
Cash and Cash Equivalents at Beginning of Year	<u>539,507</u>	<u>142,128</u>	<u>681,635</u>
Cash and Cash Equivalents at End of Year	<u>\$521,004</u>	<u>\$147,943</u>	<u>\$668,947</u>

(Continued)

TOWN OF PEMBROKE, NEW HAMPSHIRE
COMBINED STATEMENT OF CASH FLOWS
ALL PROPRIETARY FUND TYPES AND SIMILAR TRUST FUNDS
FOR THE YEAR ENDED DECEMBER 31, 1996

	Proprietary Fund Types	Fiduciary Fund Types	Totals (Memorandum Only)
	Enterprise	Non- expendable Trusts	
<u>Noncash Transactions</u>			
Fully Depreciated Property, Plant and Equipment Written Off During the Year	<u>\$110,626</u>	<u>\$ -</u>	<u>\$110,626</u>
Additions to Property, Plant and Equipment Contributed from the State Revolving Loan Program	<u>\$480,544</u>	<u>\$ -</u>	<u>\$480,544</u>
	Proprietary Fund Types	Fiduciary Fund Types	Totals (Memorandum Only)
	Current Assets	Restricted Assets	Current Assets
Cash and Cash Equivalents - Beginning	\$396,891	\$142,617	\$142,128
Net Increase (Decrease)	<u>(25,775)</u>	<u>7,271</u>	<u>5,815</u>
Cash and Cash Equivalents - Ending	<u>\$371,116</u>	<u>\$149,888</u>	<u>\$147,943</u>

TOWN OF PEMBROKE, NEW HAMPSHIRE
GENERAL FUND
SCHEDULE OF REVENUES AND OTHER FINANCING SOURCES - BUDGET AND ACTUAL
FOR THE YEAR ENDED DECEMBER 31, 1996

	Budget	Actual	Variance Favorable (Unfavorable)
REVENUES			
<u>Taxes</u>			
Property, Net of Overlay	\$7,823,905	\$7,797,820	(\$26,085)
Land Use Change Tax	8,945	19,160	10,215
Yield	8,500	9,431	931
Payment in Lieu of Taxes	35,100	65,690	30,590
Interest and Penalties on Delinquent Taxes	125,000	130,059	5,059
Total Taxes	8,001,450	8,022,160	20,710
<u>Licenses, Permits and Fees</u>			
Motor Vehicle Permit Fees	535,000	553,498	18,498
Dog Licenses	-	2,091	2,091
Building Permits	10,250	15,891	5,641
Other Licenses, Permits and Fees	14,000	15,226	1,226
Total Licenses, Permits and Fees	559,250	586,706	27,456
<u>Intergovernmental</u>			
Shared Revenues	263,394	263,894	-
Highway Block Grant	99,006	99,006	-
Other State Revenue	41,659	58,111	16,452
Total Intergovernmental	404,559	421,011	16,452
<u>Interest and Dividends</u>	115,000	119,677	4,677
<u>Charges for Services</u>			
Income From Departments	139,379	98,545	(41,334)
Gasoline Sales	13,235	13,185	(50)
Insurance Adjustments	75,121	58,886	(16,235)
Welfare Refunds	-	16,408	16,408
Total Charges for Services	228,235	187,024	(41,211)
<u>Miscellaneous</u>			
Sale of Town Property	131,965	129,150	(2,815)
Other	-	-	-
Total Miscellaneous	131,965	129,150	(2,815)
Total Revenues	9,440,459	9,465,728	25,269
<u>Other Financing Sources</u>			
Operating Transfers In:			
From Capital Projects	165	162	(3)
From Sewer Fund	30	-	(30)
From Cemetery Trust	285	-	(285)
From Capital Reserves	70,000	69,051	(949)
Total Other Financing Sources	70,480	69,213	(1,267)
Total Revenues and Other Financing Sources	\$9,510,939	\$9,534,941	\$24,002

TOWN OF PEMBROKE, NEW HAMPSHIRE
GENERAL FUND
SCHEDULE OF EXPENDITURES AND OTHER FINANCING USES - BUDGET AND ACTUAL
FOR THE YEAR ENDED DECEMBER 31, 1996

	Budget	Actual	Variance Favorable (Unfavorable)
<u>EXPENDITURES</u>			
Town:			
<u>General Government</u>			
Executive	\$195,470	\$188,616	\$6,854
Election, Registration and Vital Statistics	59,166	56,196	2,970
Financial Administration	59,068	55,560	3,508
Revaluation of Property	66,313	56,212	10,101
Legal Expense	21,000	53,281	(32,281)
Planning and Zoning	104,592	105,203	(511)
Cemeteries	25,323	24,263	1,060
Insurance	58,500	51,844	6,656
Total General Government	<u>589,532</u>	<u>591,175</u>	<u>(1,643)</u>
<u>Public Safety</u>			
Police Department	560,441	527,044	33,397
Fire Department	133,485	128,358	5,127
Civil Defense	463	417	46
Hydrants	23,889	24,024	(135)
Total Public Safety	<u>718,278</u>	<u>679,843</u>	<u>38,435</u>
<u>Highways, Streets, Bridges</u>			
Highways and Streets	375,314	380,985	(5,671)
Street Lighting	36,000	37,510	(1,510)
General Highway Expense	10,000	11,183	(1,183)
Road Construction	329,800	228,793	101,007
Prior Year's Encumbrance	26,167	18,674	7,493
Fleet Operation Mechanic	49,077	48,947	130
Total Highways, Streets, Bridges	<u>826,358</u>	<u>726,092</u>	<u>100,266</u>
<u>Sanitation</u>			
Solid Waste Disposal	274,189	284,329	(10,140)
Total Sanitation	<u>274,189</u>	<u>284,329</u>	<u>(10,140)</u>
<u>Health</u>			
Health Agencies and Hospitals	40,394	40,398	(4)
Total Health	<u>40,394</u>	<u>40,398</u>	<u>(4)</u>
<u>Welfare</u>			
Direct Assistance	71,556	45,461	26,095
Total Welfare	<u>\$71,556</u>	<u>\$45,461</u>	<u>\$26,095</u>

(Continued)

TOWN OF PEMBROKE, NEW HAMPSHIRE
GENERAL FUND
SCHEDULE OF EXPENDITURES AND OTHER FINANCING USES - BUDGET AND ACTUAL
FOR THE YEAR ENDED DECEMBER 31, 1996

	Budget	Actual	Variance Favorable (Unfavorable)
<u>Culture and Recreation</u>			
Parks and Recreation	\$47,224	\$45,184	\$2,040
Patriotic Purposes	3,250	3,167	83
Total Culture and Recreation	50,474	48,351	2,123
<u>Conservation Commission</u>	1,252	1,067	185
<u>Economic Development</u>	7,105	6,270	835
<u>Debt Service</u>			
Interest:			
Interest - Long-Term Debt	-	-	-
Interest - Tax Anticipation Note	141,500	108,803	32,697
Total Interest	141,500	108,803	32,697
<u>Capital Outlay</u>			
Prior Year's Encumbrances:			
Fuel Tank Site Cleanup	12,135	2,409	9,726
Highway Garage Architectural Study	3,600	3,600	-
Town Hall 2nd Floor	-	126	(126)
Article #4 - South Wall at Police Station	80,000	84,747	(4,747)
Article #5 - Highway Equipment	30,000	26,843	3,157
Police Cruisers	24,120	23,148	972
Town Hall Air Installation	25,000	23,778	1,222
Highway Garage Design	25,000	-	25,000
Fire Station Roof Replacement	36,600	26,000	10,600
Total Capital Outlay	236,455	190,651	45,804
 Total Town Expenditures	 2,957,093	 2,722,440	 234,653
 Other Governmental Units:			
School District Assessment	5,888,033	5,888,033	-
County Taxes	426,712	426,712	-
Total Other Governmental Units	6,314,745	6,314,745	-
 Total Expenditures	 9,271,838	 9,037,185	 234,653
<u>Other Financing Uses</u>			
Operating Transfers Out:			
To Library	59,540	59,540	-
To Sewer Fund	83,050	83,050	-
To Capital Reserves	138,413	138,413	-
Total Other Financing (Uses)	281,003	281,003	-
 Total Expenditures and Other Financing (Uses)	 \$9,552,841	 \$9,318,188	 \$234,653



MASON+RICH

PROFESSIONAL
ASSOCIATION

ACCOUNTANTS
AND AUDITORS

March 27, 1997

Selectmen
Town of Pembroke
Pembroke, New Hampshire 03275

In planning and performing our audit of the financial statements of the Town of Pembroke, New Hampshire for the year ended December 31, 1996 we considered the Town's internal control structure to determine our auditing procedures for the purpose of expressing an opinion on the financial statements and not to provide assurance on the internal control structure.

However, during our audit we became aware of several matters that are opportunities for strengthening internal controls and operating efficiency. The memorandum that accompanies this letter summarizes our comments and suggestions regarding those matters. This letter does not affect our report dated March 27, 1997 on the financial statements of the Town of Pembroke, New Hampshire.

We will review the status of these comments during our next audit engagement. We have already discussed many of these comments and suggestions with various Town personnel and we will be pleased to discuss them in further detail at your convenience, to perform any additional study of these matters or to assist you in implementing the recommendations.

Respectfully submitted,

John E. Lyford
Certified Public Accountant
MASON + RICH PROFESSIONAL ASSOCIATION
Accountants and Auditors

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PRIOR YEAR'S FINDINGS AND RECOMMENDATIONSTrust Funds

Finding - The Trust Funds were not available for us to audit when we were at the Town. It took several days to get the information that was necessary to complete the audit, and when we did receive the information, there was still missing information which further held up the audit. All information for the audit should be at the Town Office the day before the audit or as soon as possible to ensure that the audit goes smoothly. Missing funds delay the production of the financial statements for the Town.

Status - All information for the Trust Funds was provided timely for the 1996 audit.

Payroll Tax Returns

Finding - The 941 for the fourth quarter was improperly reported. Because of a problem with the computer system, one week's payroll was not included in the quarterly summary printed for completing the 941. The payroll summary report can be printed on a weekly basis once the payroll has been processed. This should be printed and compared to quarterly totals to ensure that all payrolls for the period are included in the quarterly report.

Status - There were no reconciliation problems in 1996.

Expense Summary Report

Finding - Because of a payroll problem in October, the bookkeeper and the computer programmer went into the system and manually changed the balances in the expense summary report. Journal entries were not done to correct the payroll problem. Because of this, the balances were incorrect. The expense summary report should not be manually changed. Any changes should be done by a journal entry to ensure that the various reports are not out of balance with the trial balance.

Status - This was not a problem in 1996.

CURRENT YEAR'S FINDINGS AND RECOMMENDATIONSLibrary

Finding - For effective cash management, it is important that bank statements be reconciled immediately upon receipt. During our testing of the Library bank account in March 1997 for 1996, we noted that the December 1996 bank statement had not been reconciled.

Recommendation - The Library Treasurer should reconcile bank statements to the end of the month shortly after receipt of the statement from the bank.

Benefit - Timely reconciliations of bank statements will ensure that all checks written have been recorded and will also aid in determining the age of outstanding checks.

Management's Comments - This concern will be forwarded to the Library Trustees.

Appropriation and Revenue Control Accounts

Finding - For effective control of total expenditures, the total per the expense summary report must balance to the trial balance. During our audit, we noted that the expense summary report did not balance to the trial balance. However, there are no revenue or expenditure control accounts on the trial balance to balance totals from the revenue summary and expense summary reports.

Recommendation - The Town should contact its computer programmer to determine if the software can be changed so that there are revenue and expenditure control accounts on the trial balance so that the revenue and expense summary reports will be easily balanced to the monthly control totals on the trial balance.

Benefit - By balancing the control accounts, the bookkeeper can ensure that the revenue and expense summary reports are correct and that the reports given to the Selectmen and department heads are correct.

Management's Comments - This concern will be discussed with the programmer to correct the problem so that the appropriation reports will balance with the general ledger trial balance.

TAX COLLECTOR'S REPORT

Summary of Tax Accounts

Fiscal Year Ending December 31, 1997

		<u>Levies of</u>
	<u>1997</u>	<u>1996</u>
Uncollected Taxes Beg. of Year:		
Property Taxes		\$1,004,479.80
Land Use Change		7,049.96
Yield Taxes		1,214.67
Sewer		43,201.38
Betterment		4,426.42
Revenues Committed This Year:		
Property Taxes	\$7,910,511.00	
Land Use Change	1,410.96	
Yield Taxes	17,089.42	
Sewer	260,994.74	
Betterment	61,416.18	
Overpayment:		
Property Taxes	13,340.91	\$1,831.36
Sewer	1,509.33	
Interest Collected:		
Property	681.18	32,710.43
Sewer Interest	349.30	1,343.60
TOTAL DEBITS	<u>\$8,267,303.02</u>	<u>\$1,096,257.62</u>

		<u>Levies of</u>
	<u>1997</u>	<u>1996</u>
Remitted to Treasurer During Fiscal Year:		
Property Taxes	\$7,132,534.18	\$1,003,853.16
Land Use Change	1,410.96	7,049.96
Yield Taxes	16,857.52	1,214.67
Sewer	215,041.39	43,201.38
Interest	681.18	32,710.43
Sewer Interest	349.30	1,343.60
Betterment	57,480.36	4,426.42
Abatements:		
Property Taxes	3,762.00	2,458.00
Yield Taxes	307.63	
Uncollected Rev. - End of Year:		
Property Taxes	787,555.73	
Yield Taxes	231.90	
Sewer	47,155.05	
Betterment	3,935.82	
TOTAL CREDITS	<u>\$8,267,303.02</u>	<u>\$1,096,257.62</u>

Summary of Tax Lien Accounts
Fiscal Year Ending December 31, 1997

	<u>1996</u>	<u>1995</u>	<u>1994</u>	<u>Prior</u>
Unredeemed Taxes at Beginning of Fiscal Year		231,179.16	124,234.39	33,976.03
Liens Executed During Fiscal Year	529,231.29			
Interest & Costs Collected After Lien Execution	19,506.17	33,793.43	40,272.27	17,412.04
Overpayment	1,304.24			
TOTAL DEBITS	<u>550,041.70</u>	<u>264,972.59</u>	<u>164,506.66</u>	<u>51,388.07</u>
Remittance to Treasurer:				
Redemptions	283,160.56	136,148.58	119,628.34	30,565.05
Interest/Costs (After Lien Execution)	19,506.17	33,793.43	40,272.27	17,412.04
Unredeemed Liens Balance End of Year	247,374.97	95,030.58	4,606.05	3,410.98
TOTAL CREDITS	<u>550,041.70</u>	<u>264,972.59</u>	<u>164,506.66</u>	<u>51,388.07</u>

Respectfully submitted,

Nancy B. Clifford
Certified Tax Collector

TREASURER'S REPORT
January 1, 1997- December 31, 1997

Cash on Hand, January 1, 1997 **\$5,764,440.58**

Town Departments:

Tax Collector	8,669,409.51	
Town Clerk	613,509.95	
Selectmen's Office	833,513.63	
Planning and Land Use Department	24,458.82	
Police Department	<u>7,690.74</u>	
		\$10,148,582.65

State of New Hampshire:

Revenue Sharing	124,170.40	
Highway Block Grant	113,225.95	
Route 3/106 Sewer Project	140,889.98	
Misc. Grants	<u>3,552.65</u>	
		\$381,838.98

Miscellaneous Revenues:

Interest on Deposits	125,087.42	
Capital Reserve Funds	103,527.21	
Tax Anticipation Notes	<u>4,200,000.00</u>	
		\$4,428,614.63

Paid to Pembroke School District	(5,838,116.85)	
TAN Payment-For TAN due 12/29/96	(4,000,000.00)	
TAN Payment-For TAN due 12/29/97	(4,200,000.00)	
Less Disbursements	<u>(4,501,586.85)</u>	
		(18,539,703.70)

Cash on Hand, December 31, 1997 **\$2,183,773.14**

Citizens Bank 12/31/97 2,183,773.14

Jane P. Bates
Treasurer

TREASURER'S REPORT (Continued)

<u>Engineering Escrow</u>		<u>Impact Fees</u>	
Balance, 1/1/97	\$6,759.47	Balance, 1/1/97	\$16,531.37
Receipts	\$3,610.00	Receipts	\$12,058.58
Interest Earned	\$139.94	Interest Earned	\$326.27
Disbursement to Town of Pembroke	(\$4,646.50)	Disbursements to Town of Pembroke	(\$10,891.16)
Balance, 12/31/97	\$5,862.91	Balance, 12/31/97	\$18,025.06
<u>Conservation Fund</u>		<u>Suncook Vitalization Project</u>	
Balance 1/1/97	\$43,122.90	Balance 1/1/97	\$16,736.59
Receipts	\$185.00	Receipts	\$0.00
Interest Earned	\$964.29	Interest Earned	\$383.44
Disbursements to Conservation Committee	(\$7,630.00)	Disbursements	(\$8,793.29)
Balance, 12/31/97	\$36,642.19	Balance, 12/31/97	\$8,326.74
<u>Police Dept-D.A.R.E Program</u>		<u>D.A.R.E.- State Grant</u>	
Balance 1/1/97	\$5,179.25	Balance 1/1/97	\$1,669.53
Receipts	\$6,321.38	Receipts	\$3,124.20
Interest Earned	\$121.04	Interest Earned	\$76.84
Disbursements	(\$3,880.64)	Disbursements to D.A.R.E. Program	(\$729.50)
Balance, 12/31/97	\$7,741.03	Balance, 12/31/97	\$4,141.07
<u>RTE 3/106 Sewer Project</u>		<u>Drug Forfeiture Assets</u>	
Balance 1/1/97	\$131,612.94	Balance 1/1/97	\$2,282.72
Receipts	\$0.00	Receipts	\$500.00
Interest Earned	\$611.68	Interest Earned	\$55.02
Disbursements	(\$132,224.62)	Disbursements	0.00
Balance, 12/31/97	\$0.00	Balance, 12/31/97	\$2,837.74
<u>Barksdale Subdivision</u>		<u>Trebor Development</u>	
Balance 1/1/97	\$3,131.37	Balance, 1/1/97	\$1,167.08
Receipts	\$0.00	Receipts	\$0.00
Interest Earned	\$73.71	Interest Earned	\$27.48
Disbursements	\$0.00	Disbursements	\$0.00
Balance, 12 /31/97	\$3,205.08	Balance, 12/31/97	\$1,194.56

TRUSTEES OF TRUST FUNDS ANNUAL REPORT FOR FISCAL YEAR 1997

The Trustees herein summarize the more significant changes in the Trust Funds for 1997. Noteworthy items include the creation of a new Capital Reserve Fund for the purchase of "Small Equipment" for the Fire Department, and the first time funding from unexpended appropriations for a "Major Equipment Trust" for the School District. Stock splits and corporate restructuring in components of the Scholarship Trust Fund resulted in \$18,146 in capital gains which increased the unexpendable balance. The Trustees received, and subsequently sold, American Depository Receipts of a foreign corporation which were received as a "free distribution" and reinvested the proceeds in domestic mutual funds. Four of the trust's common stocks declared stock splits this year and another merged with a second company to form a new corporation.

Beginning this year, facsimiles of the MS-9 forms for Trust Reporting which have been included in Town Reports in the past have been replaced by a "Schedule of Trust Balances" and a Statement of "Change in Trust Assets". These reporting forms reveal the balance of each trust by purpose, and also disclose capital contributions, earnings, and withdrawals by fund. MS-9 forms continue to be prepared and filed with the State Department of Revenue Administration and the Office of the Attorney General, Division of Charitable Trusts. Copies of those submissions are available upon request from the Trustees.

A "Supporting Schedule of Unexpendable Trusts Funds" for both the Cemetery Perpetual Care and the Scholarship Trust Funds have returned to the Town Report. The itemization for the Cemetery Trust had been discontinued for reasons unknown some twenty years ago when itemized cemetery plots were consolidated into a trust listing. While there was nothing improper about that consolidation, (it was reported to have been recommended by the State) the Trustees opted to restore the details in a separate schedule at the suggestion of the Town's auditor.

Respectfully submitted:
Gerard Fleury - Trustee
Janice Edmonds - Trustee
Normand Provencher - Trustee

**TRUST FUND REPORT OF THE TOWN OF PEMBROKE,
NEW HAMPSHIRE ON DECEMBER 31, 1997
SCHEDULE OF TRUST BALANCES - MUNICIPAL**

Cemetery Trusts - Unexpendable Balance	\$36,270.00
Cemetery Trust - Available for Distribution	22,118.00
Library Book Fund - Unexpendable Balance	4,666.62
Library Book Fund - Available for Distribution	2,086.74
Cemetery Improvements - Available for Distribution	15,874.47
Library Building Fund - Available for Distribution	45,478.70
Town Equipment Fund - Available for Distribution	66,658.98
Fire major Equipment Fund - Available for Distribution	235,936.06
Fire Small Equipment Fund - Available for Distribution	15,066.59
Solid Waste Closure - Available for Distribution	77,306.76
Academy Road Sidewalk Fund - Available for Distribution	31,739.02
Town Garage Building Fund - Available for Distribution	5,924.53
Water Works Capital Reserve - Available for Distribution	30,168.45
Sewer & Water Capital Reserve - Available for Distribution	3,068.12
TOTAL UNEXPENDABLE FUNDS	40,936.62
TOTAL AVAILABLE FOR DISTRIBUTION	<u>551,426.42</u>
TOTAL TRUST FUNDS	\$592,363.04

**TRUST FUND REPORT OF THE TOWN OF PEMBROKE,
NEW HAMPSHIRE ON DECEMBER 31, 1997
CHANGE IN TRUST ASSETS - MUNICIPAL**

Assets at December 31, 1996 **\$613,783.64**

Contributions to the Trusts:

Town Equipment Capital Reserve	70,000.00
Fire Small Equipment Fund	15,000.00
Water Works Capital Improvements	9,780.00
Academy Road Sidewalk Fund	7,000.00
	<u>7,000.00</u>
	\$101,780.00

Earnings on Trust Investments:

Cemetery Trust - Perpetual Care	1,700.89
Cemetery Improvements	462.44
Library Book Fund	343.06
Library Building Fund	2,429.45
Town Equipment Fund	2,350.92
Fire Major Equipment Fund	11,920.61
Fire Small Equipment Fund	66.59
Water & Sewer Capital Equipment	179.07
Solid Waste Closure Capital Reserve	1,880.55
Town Garage Building Fund	328.04
Water Works Capital Improvements	1,276.49
Academy Road Sidewalk Fund	1,279.44
Police Station Wall Repair Fund	53.18
	<u>53.18</u>
	\$24,270.73

Withdrawals from Trust Funds:

Town Equipment Fund	103,527.21
Water & Sewer Capital Improvement	1,683.31
Police Station Wall Repair Fund	42,260.81
	<u>42,260.81</u>
	\$147,471.33

Assets at December 31, 1997 **\$592,363.04**

**TRUST FUND REPORT OF THE TOWN OF PEMBROKE,
NEW HAMPSHIRE ON DECEMBER 31, 1997
SCHEDULE OF TRUST BALANCES - MUNICIPAL**

Scholarship Fund - Unexpendable Balance	\$190,949.32
Scholarship Fund - Available for Distribution	7,845.27
Literacy Trust - Unexpendable Balance	16,764.80
Literacy Trust - Available for Distribution	893.29
Capital Repairs - Available for Distribution	81,291.13
Major Equipment Fund - Available for Distribution	30,406.61
Special Education Fund - Available for Distribution	122,333.45
TOTAL UNEXPENDABLE FUNDS	207,714.12
TOTAL AVAILABLE FOR DISTRIBUTION	<u>242,769.75</u>
TOTAL TRUST FUNDS	\$450,483.87

**TRUST FUND REPORT OF THE TOWN OF PEMBROKE,
NEW HAMPSHIRE ON DECEMBER 31, 1997
CHANGE IN TRUST ASSETS - SCHOOL**

Assets at December 31, 1996 **\$317,051.72**

Contributions to the Trusts:

Building Capital Reserve	30,000.00
Special Education Capital Reserve	64,069.83
School Major Equipment Fund	30,000.00
Waterson Scholarship Trust	125.00
	<u>125.00</u>
	\$124,194.83

Realized Gains in Unexpendable Scholarship Trust:

Common Stock Gain on Sale	\$18,145.58
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Earnings on Trust Investments:

Common Stock Dividend Income - Scholarships	11,993.78
Interest Income on Invested Cash - Scholarships	348.27
Mutual Fund Dividends Income - Literacy Trust	114.42
Interest Income on Invested Cash - Literacy Trust	145.61
Interest Income on Building Capital Reserve	2,200.65
Special Education Capital Reserve Fund	4,782.50
School District Major Equipment Fund	406.61
	<u>406.61</u>
	\$19,991.84

Withdrawals from Trust Funds:

Scholarship Funds Awarded	11,000.00
Building Capital Reserve Funding	17,545.00
Account Fees & Expenses	40.10
Literacy Fund Reimbursements	315.00
	<u>315.00</u>
	\$28,900.10

Assets at December 31, 1997 **\$450,483.87**

SUPPORTING SCHEDULE OF UNEXPENDABLE TRUST FUNDS

PERPETUAL CARE CEMETERY TRUST FUNDS

Year Created	Name	Amount	Year Created	Name	Amount
1888	E.N. Upham	100.00	1934	C.C. French	100.00
1889	Sarah P. Knox	500.00	1934	William Haseltine	150.00
1894	Deborah P. Knox	50.00	1934	Jeremiah Wilkins	100.00
1903	Mary Kimball	300.00	1934	F.S. Whitehouse	250.00
1907	Vesta Abbott	500.00	1935	Solomon Whitehouse	150.00
1907	Abbie K. McFarland	200.00	1935	Hall Wilkins	100.00
1907	Sarah F. Blanchard	100.00	1936	George Miller	100.00
1910	Ellen R. Hayes	100.00	1936	Stephen Bates	200.00
1911	John G. Bartlett	100.00	1936	Charles N. Quimby	100.00
1917	Pluma E. Richardson	50.00	1937	Benjamin Fowler	100.00
1918	Mary E. Adams	50.00	1937	William Johnston	100.00
1919	Annie B. Thompson	250.00	1938	Thomas Holt	100.00
1921	William M. Fife	100.00	1939	Rowell & Worchester	100.00
1921	Mary E. Osgood	200.00	1939	Horace Batcheler	100.00
1921	George West	100.00	1939	Jeremiah Wilkins	100.00
1921	Ellen D. Kimball	50.00	1940	Martin C. Cochran	250.00
1923	David D. Richardson	600.00	1941	George O. Harris	100.00
1924	John F. Clifford	100.00	1942	Julia E. Cass	100.00
1924	Willis H. Noyes	250.00	1942	Charles A. Gile	100.00
1925	Winthrop Fowler	100.00	1944	Minot R. Fife	100.00
1927	Mary W. Morrison	200.00	1945	James E. Adams	300.00
1927	Jonathan Payson	100.00	1945	Walter Hayward	300.00
1927	Timothy Drew	100.00	1946	Thomas Brasley	100.00
1928	Adin G. Fowler	100.00	1946	Annie M. Edgerly	100.00
1928	T.L. & Henry Fowler	200.00	1946	Albert Mason	50.00
1928	Nancy S. Colby	100.00	1947	Burton G. Goward	100.00
1928	Philip Holt	100.00	1949	Charles Baker	150.00
1928	Annie C. Drake	100.00	1949	Frederick B. Eaton	200.00
1928	George Morgan	100.00	1950	Freeman G. Hewey	100.00
1928	Annette K. Knox	200.00	1950	Mabel G. Morrison	200.00
1928	Samuel. D. Robinson	100.00	1951	Fred M. Pettengill	150.00
1928	Parker Bailey	50.00	1951	George B. Lake	200.00
1928	James Stevens	100.00	1952	Charles H. Ruggles	150.00
1929	Daniel T. Merrill	100.00	1953	Herbert Glidden	200.00
1929	George W. Sargent	150.00	1953	Hallett Patten	200.00
1929	Frank L. Aldrich	300.00	1953	Charles E. Cushing	200.00
1930	Edwin Dearborn	150.00	1954	John Marden	200.00
1930	True W. Fowler	100.00	1954	Walter Libbey	100.00
1930	Jacob Woods	500.00	1954	Myra Georgi	200.00
1931	Freeman W. Haynes	200.00	1954	Edward Kimball	150.00
1932	David S. Batchelder	100.00	1956	Samuel Webster	200.00
1933	Samuel Moore	300.00	1956	Maude L. Locke	200.00
1933	William H. Thompson	100.00	1956	Levi & Olice Burroughtrs	50.00
1934	Crosby Knox	100.00	1957	John C. Bradbury	200.00
1934	Charles V. Fisher	50.00	1958	E.W. Forrest	200.00

SUPPORTING SCHEDULE OF UNEXPENDIBLE TRUST FUNDS PERPETUAL CARE CEMETERY TRUST FUNDS - Continued

Year Created	Name	Amount	Year Created	Name	Amount
1958	Fred W. Saltmarsh	300.00	1968	George Lea	200.00
1958	L.E. Warren	600.00	1968	Burt Robinson	400.00
1958	Kenneth M. Woodbury	400.00	1970	Forrest Huggins	200.00
1958	Jeremiah Morgan	500.00	1970	E. George Bayer	200.00
1958	Arthur Gage	100.00	1971	Moses Martin	200.00
1959	Gustav Ober	200.00	1971	John Rand	200.00
1959	Josiah Brown	100.00	1971	Mark Milton	100.00
1959	Lewis Cass	400.00	1972	Eleazer Baker	200.00
1959	Carton W. Bennett	200.00	1972	Maynard Knowlton	80.00
1960	Edith West	200.00	1974	Harry & Erwin Chase	200.00
1961	Charles N. Nixon	200.00	1974	Mary A. Wyker	200.00
1961	Gedeon Vigno	100.00	1974	Everett & Grace Farnum	200.00
1961	John Sullivan	250.00	1974	Harrison Morgan	100.00
1961	Henry T. Simpson	200.00	1974	Ashley H. Knowlton	100.00
1964	Edwin M. Annis	200.00	1974	Hasselind & Tilden	200.00
1964	Rufus George	200.00	1974	Russ & Nevley Hilliard	200.00
1964	Evans Clark	300.00	1975	Enoch Nerbonne	200.00
1964	George H. Batcheler	250.00	1977	Enoch Nerbonne	1,000.00
1964	Gilman Bradbury	200.00	1978	Enoch Nerbonne	1,200.00
1967	Frederick & Jean Talk	200.00	1979	Enoch Nerbonne	200.00
1967	Jenness Dearborn	200.00	1980	Enoch Nerbonne	150.00
1968	Batchelder & Lamb	200.00	1981	Enoch Nerbonne	6,940.00
1968	Agar & Rogge	200.00	1982	Enoch Nerbonne	1,600.00
1968	Gilbert Astles	200.00	1983	Enoch Nerbonne	700.00
1968	William Miller	200.00	1985	Catherine Simpson	500.00
1968	Tim & Viola Fowler	200.00	1986	Catherine Simpson	300.00

TOTAL CEMETERY FUNDS - \$36,270.00

* Trust records document the increase in trust principal but not the identity of the lot owner.

SCHOLARSHIP TRUST FUNDS - (Unexpendable Portion - Book Value)

		Previous Balance	New Funds	Ending Balance
1968	Scholarship	157,250.49	18,145.58	175,396.07
1985	Leon Anderson	1,467.36	0.00	1,467.36
1985	Richard Kallgren	1,781.75	0.00	1,781.75
1985	Dennis Clement	59.12	0.00	59.12
1985	James Waterson	1,769.96	125.00	1,894.96
1985	Freeman Fund	10,350.06	0.00	10,350.06
TOTALS		\$172,678.74	\$18,270.58	\$190,949.32

1997 ELECTED TOWN OFFICERS SALARIES

BOARD OF SELECTMEN

John B. Goff	\$2,190
Gerald R. Belanger	\$1,980
Armand "Tom" Martel	\$1,980

TOWN CLERK

James F. Goff	\$26,575 - \$32,302
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TREASURER

Jane P. Bates	\$2,070
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HEALTH OFFICER

Dr. Vincent Greco	\$1,000
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SEWER COMMISSION

Paulette Malo	\$1,022.50
Roger Letendre	\$880
Andy Boisvert	\$880

MODERATOR

Thomas Petit	\$140
Charles Mitchell, Asst.	\$50

SUPERVISORS OF THE CHECKLIST

Barbara Payne	\$120
Celeste Borgman	\$120
Roland Young, Jr.	\$120

1997 TOWN EMPLOYEE SALARIES

TOWN HALL

Town Administrator	\$40,882 - \$56,595
Director of Economic Development and Planning	\$33,917 - \$41,227
Code Enforcement Officer	\$30,763 - \$37,398
Tax Collector	\$26,575 - \$32,302
Assistant Assessor	\$26,575 - \$32,302
Bookkeeper	\$21,881 - \$26,561
Municipal Secretary	\$20,820 - \$25,313
Welfare Director	\$13,013 - \$15,821
Custodian	\$8,164 - \$9,921

HIGHWAY DEPARTMENT

Road Agent	\$32,302 - \$39,264
Fleet Mechanic	\$25,313 - \$30,763
Highway Foreman	\$25,313 - \$30,763
Driver/Operator	\$19,843 - \$24,107
Laborer	\$18,012 - \$21,881

POLICE DEPARTMENT

Police Chief	\$37,082 - \$45,479
Deputy Chief	\$32,302 - \$39,264
Sergeant	\$29,286 - \$35,630
Police Officer	\$26,561 - \$32,281
Secretary	\$20,820 - \$25,313
Secretary - Part Time	\$20,820 - \$25,313

SUPERVISORS OF THE CHECKLIST

The Supervisors of the Checklist held two (2) required sessions for corrections, addition, deletions and party changes during the year of 1997.

The Supervisors were present for the School District Meeting on March 8, Town Meeting on March 11, and Town Meeting Deliberative Session on March 15.

Four extra sessions were held to post changes on the checklist during the year.

Updated checklists are posted at the Town Hall and Town Library for anyone to check over.

Public notices were published in the Concord Monitor stating date and time of each session.

In addition to regular sessions of the Supervisors of the Checklist, qualified residents may register to vote at the Town Clerk's Office in the Town Hall during regular business hours.

Celeste Borgman
Barbara Payne
Roland Young, Jr.

TOWN CLERK REPORT

Registrations	\$611,926.00
Title Application Filing Fees	2,716.00
Dog Licenses Issued	3,925.50
Dog Fines	400.00
UCC-1 filed	3,250.26
Tax Liens Filed	240.00
Marriage Licenses	2,115.00
Vital Records searched	592.00
Wetlands Applications	42.53
Election Filing Fees	13.00
Pole & Wire Permit	40.00
Hawkers & Peddlers Permit	0.00
Articles of Agreement	15.00
Municipal Agent Fees	7,975.00
TOTAL REVENUE 1997	\$633,250.29

James F. Goff,
Town Clerk

BIRTHS - 1997

Date	Place	Name of Child	Sex	Father	Mother
omitted from 96 town report					
06-03	Concord	Hanna A. Gove-Lewis	F	Michael J. Gove	Cynthia A. Lewis
01-04	Concord	Kelsie E. Flynn	F	Kevin F. Flynn	Tracie Gallbrunner
01-06	Concord	Adam R. Caplette	M	Richard J. Caplette	Theresa M. Gallant
01-08	Concord	Hannah B. Seidner	F	Gary U. Seidner	Susan J. Donaghey
01-10	Concord	Calvin C. Szumierz	M	Daniel M. Szumierz	Shannon E. McKeever
01-11	Concord	Lucas C. Karathanasis	M	Spiro A. Karathanasis	Jennifer L. Caswell
01-13	Concord	Ryan A. Christie	M	Marc J. Christie	Cynthia D. Brown
01-13	Manc	Ryan W. Lustig	M	William R. Lustig	Julie E. Kelsall
01-17	Concord	Peyton M. Plante	F	Jean B. Plante	Karen A. Young
01-23	Concord	Brooke M. Young	F	Richard A. Young	Cynthia R. Sheltry
01-24	Manc	Morgan R. Tremblay	F	Lance A. Tremblay	Amanda L. Champagne
01-24	Manc	Andrew J. Legendre	M	Jasun D. Legendre	Jenna B. Stevens
01-27	Manc	Andrea L. Plourde	F	Joel N. Plourde	Wendy L. Campbell
01-28	Manc	Joseph J. Kimionakis	M	George M. Kimionakis	Catherine L. Longfellow
01-31	Concord	Nicholas B. Bussiere	M	Michael A. Bussiere	Susan Lea
01-31	Concord	Taylor J. Bussiere	F	Michael A. Bussiere	Susan Lea
02-07	Concord	Hana J. Knowles	F	Phillip J. Knowles	Karen P. Trainor
02-07	Manc	Joseph T. Rapaglia	M	Anthony J. Rapaglia	Mary E. Guy
02-13	Concord	Liam D. Wright	M	Timothy M. Wright	Lauren Sparks
02-22	Manc	Tasha L. Mayo	F	Carlton M. Mayo, Sr.	Cristy F. Lebron
02-24	Manc	Lauren M. Menard	F	Mark T. Menard	Debra H. Carter
03-19	Concord	Holly E. Mitchell	F	Richard A. Mitchell	Judith A. Machado
03-30	Manc	Matthew S. Chartier	M	Steven M. Chartier	Cynthia A. Brouillette
04-08	Concord	Joseph T. Landry	M	Steven D. Landry	Kimberly J. Kidder
04-10	Manc	Peter F. Bennett, Jr.	M	Peter F. Bennett, Sr.	Shannon M. Cean
04-16	Concord	Meghan S. Smith	F	Kevin M. Smith	Lisa A. Flammer
04-21	Ports.	Christopher M. Starkweather	M	Glen Starkweather	Cynthia L. Clark
04-23	Concord	Katherin E. Dodge	F	David R. Dodge	Michelle M. Chapin
04-23	Concord	Shane R. Mailhot	M	Shane P. Mailhot	Roxanne L. Gauthier
05-28	Manc	Tristen J. S. Bickford	M	Bryant L. Bickford	Pia A. Smith
05-28	Manc	Isobel R. Bickford	F	Bryant L. Bickford	Pia A. Smith
05-30	Manc	Jeremy S. Caruso	M	Robert S. Caruso	Julie A. Godbois
06-01	Concord	Alexandra M. Byrne	F	William P. Byrne	Jeanne M. Labarge
06-06	Concord	Madison J. Pellerin	F	Jules A. Pellerin	Lisa M. Migneault
06-12	Manc	Mason J. Lane	M	Scott J. Lane	Carol A. Lane
06-12	Concord	Nicholas G. Serafin	M	Brady G. Serafin	Lori A. Miaskiewicz
06-17	Concord	Devon J. Hough	M	Gary A. Hough	Shelley L. Burleigh
06-18	Concord	Kristin L. Rechenberger	F	David J. Rechenberger	Tracey L. Bodge
06-23	Concord	Nicholas J. Ricci	M	Christopher J. Ricci	Lisa A. Camelo
06-25	Concord	Ian C. McNamara	M	Christopher P. McNamara	Lynn A. Dwire
07-18	Concord	Brianna M. Nagle	F	Michael S. Nagle	Susan Ward
07-27	Concord	Madison J. Alosa	F	Mark J. Alosa	Jennifer M. Black
07-28	Concord	Joseph A. Emery II	M	Joseph A. Emery	Kimberly A. Koch
08-01	Concord	Julia J. Currier	F	Eddie H. Currier	Diane M. Labranche

BIRTHS - 1997 (cont'd)

Date	Place	Name of Child	Sex	Father	Mother
08-11	Concord	Cameron J. D. Labrie	M	Alan R. Labrie	Marie M. Dube
08-13	Manc	Audrey L. Collins	F	Robert W. Collins, Jr.	Jennifer L. Batula
08-13	Concord	Jason R. St.Germain	M	Paul A. St.Germain	Merideth A. Courtemanche
08-19	Concord	Matthew C. Arseneault	M	Robert S. Arseneault	Karena R. Young
08-19	Concord	Taylor D. Laroche	F	David P. Laroche	Tammy L. Godin
08-19	Manc	Eric M. Lefebvre	M	Kevin H. Lefebvre	Ann C. Gorman
08-21	Manc	Jocelyn R. Gallagher	F	Scott W. Gallagher, Sr.	Mary M. Rowe
08-21	Concord	Jacob A. Gaskell	M	Gary R. Gaskell	Jonna L. Mader
08-22	Concord	Margaret R. M. Kennedy	F	Geoffrey J. Kennedy	Eileen A. Mullen
08-25	Concord	Kayla A. Bohaker	F	Benjamin M. Bohaker	Katherine V. Welch
09-01	Concord	David W. Maccini	M	Patrick D. Maccini	Lori A. Harvey
10-10	Concord	Zachary R. Newquist	M	Kevin R. Newquist	Michelle L. Ferland
10-16	Concord	Parker R. Aube	M	Francis L. Aube	Penny R. Brabant
11-06	Concord	Collin D. Justin	M	Craig D. Justin	Melizza M. Szumiesz
11-12	Concord	Peter W. Caraway	M	Michael W. Caraway	Michelle A. Petrin
11-13	Manc	Liah C. Perdikes	F	Arthur A. Perdikes	Theresa L. Zahares
11-19	Concord	Ryan G. Hall	M	Bruce W. Hall	Shawna K. Gilligan
11-24	Concord	Madison M. Hellings	F	Richard S. Hellings	Jennifer L. Bunton

MARRIAGES - 1997

Date	Name	Residence	Name	Residence
01-04	Brian H. Carter	Pembroke	Marie B. Robitaille	Manchester
02-14	Bryant L. Bickford	Pembroke	Pia A. Smith	Pembroke
02-15	Robert F. Gates, Jr.	Burlington, Ma	Michelle E. Currier	Burlington, Ma
03-15	Michael A. Patten	Concord	Ann S. Goff	Pembroke
03-22	John J. T. Godfrey	Pembroke	Judith D. Rutty	Pembroke
04-04	Robert A. Clark	Pembroke	Melinda J. Dahood	Pembroke
04-12	Brian P. Calhoun	Pembroke	Kristine D. Monnelly	Manchester
04-26	Steven A. Boucher	Pembroke	Linda J. Guay	Pembroke
05-09	Stephen R. Hodges	Pembroke	Cynthia L. Russell	Pembroke
05-10	Timothy J. Hickey	Pembroke	Sheryl L. Gagne	Pembroke
05-16	Dean S. Montana	Pembroke	Laura G. Foss	Concord
05-17	Jay S. Bachelder	Pembroke	Kathryn M. Dunham	Penacook
05-17	Calvin R. Clark	Pembroke	Leonne Francoeur	Pembroke
05-17	Bruce E. McHugh	Pembroke	Claire D. Emery	Pembroke
06-10	Christopher S. Anderson	Pembroke	Carol S. Anderson	Pembroke
06-14	Paul M. Brooks	Pembroke	Pauline A. Noe	Pembroke
06-14	Earl P. Gage	Pembroke	Coleen M. Grieves	Pembroke
06-21	Timothy W. Benoit	Pembroke	Wendy M. Berube	Allenstown
06-21	Harold G. Davis	Pembroke	Diane J. Holliday	Pembroke
06-21	Jean L. Paquin	Pembroke	Bonnie S. Champagne	Pembroke
06-30	Matthew P. Walton	Chichester	Hanna L. St.Cyr	Pembroke
07-04	Robert J. Landry, Jr.	Pembroke	Deborah L. Schroth	Concord
07-05	Keir B. Vermilyea	Pembroke	Sarah R. Pope	Pembroke
07-12	Michael F. Letendre	Pembroke	Pamela J. Thomas	Pembroke
07-26	Matthew B. Bingham	Pembroke	Kristin M. Stebbins	Pembroke
07-28	Ernest J. Amyot, Jr.	Pembroke	Nicole M. Lavoie	Pembroke
07-29	George F. Klucky	Pembroke	Kathleen Hoover	Pembroke
08-09	Philip T. Harte	Pembroke	Tracy J. Johnson	Pembroke
08-09	Douglas A. Thompson, Jr.	Pembroke	Betty J. Huntington	Pembroke
08-16	Robert E. Kelsea, Jr.	Pembroke	Shanandoah R. Griffin	Pembroke
08-16	Christopher R. Sounia	Pembroke	Carriann Reed	Pembroke
08-23	Mark R. Cassese	Pembroke	Helen E. Little	New Zealand
08-23	Kevin M. Gray	Pembroke	Tareah C. Fischer	Pembroke
08-24	Lance R. Cote	Pembroke	Tracy J. Sisk	Pembroke
09-06	Gary D. Bonenfant	Pembroke	Jill M. Munzert	Pembroke
09-06	Todd C. Barrett	Pembroke	Stephanie A. Landry	Pembroke
09-20	Richard E. Cahill	Pembroke	Jennifer L. Acres	Pembroke
09-20	Justin W. Despres	Pembroke	Tami Blout	Pembroke
09-27	David A. Perreault	Pembroke	Gail M. Bergeron	Pembroke
10-11	Hector L. Martin	Pembroke	Sandra L. Williams	Pembroke
10-11	William D. Noyes	Epsom	Holly L. Mattice	Pembroke
10-18	Carl P. Notarangeli, Jr.	Pembroke	Dara L. Tufts	Pembroke
11-08	Jeffrey B. Elliott	Pembroke	Jennifer L. Bolduc	Pembroke
11-15	Nader B. Hanna	Pembroke	Jacqueline E. Arsenault	Pembroke
11-15	George H. Lellios	Pembroke	Mary E. L. Lynd	Brighton, Ma
11-29	Thomas V. Comer	Pembroke	Rita E. Smith	Pembroke

MARRIAGES - 1997 (cont'd)

Date	Name	Residence	Name	Residence
12-06	Jeffery A. Kneeland	Allenstown	Heather J. Young	Pembroke
12-07	Peter P. Alexander	Pembroke	Kelly J. Hartwell	Londonderry
12-26	Darren L. Johnson	Pembroke	Heidi L. Collins	Pembroke

DEATHS - 1997

Date	Place	Name	Father	Mother
01-22	Concord	Clifton E. Thompson Sr.	Frank Thompson	Jennie Whitaker
01-31	Manchester	Susan Foster	Gerald Foster	Thelma Batchelder
02-14	Concord	Norris H. Sabeau	Clarence H. Sabeau	Evelyn Ritchie
03-06	Concord	Edward A. Goupil, Jr.	Edward A. Goupil, Sr.	Elizabeth McAlpine
03-13	Concord	James B. Schadlick	Otto A. Schadlick	Catherine Donnelon
03-19	Concord	Victoria Bouley	Joseph Paskowski	Mary Leonowicz
03-20	Pembroke	Helen Dorothy Kennedy	Harry E. Simmons, Sr.	Helen G. Mcentee
03-21	Pembroke	Georgiana B. Lavertu	Louis Perreault	Lucinda Sweeney
03-31	Boscawen	Harold C. Shepard	George Shepard	Rose Bechard
04-03	Concord	Evelyn L. Saegaert	Alvin Hamel, Sr.	Olive Peaslee
04-23	Pembroke	Almon Dykeman	Emery G. Dykeman	Mabel Sweetland
04-30	Concord	Carol A. Piper	Gerald Piper	Mary A. Mullen
05-14	Pembroke	Willie A. Labrie	Joseph Labrie	Rebecca Jolin
05-16	Concord	Patricia J. Bellen	Hendrikus Bellen	Rita Chemini
05-19	Concord	Doris M. J. Provencher	Edward Levasseur	Antoinette Fournier
05-19	Concord	Leonard Rams III	Leonard Rams Jr.	Marian J. Poznak
05-21	Concord	Bernard K. Labbe	Ernest Labbe	Marie R. Gauthier
05-29	Pembroke	Caro A. Bennett	John Arsenault	Pauline Allan
06-10	Pembroke	Claire M. Severance	Lucien J. Lascelle	Lucienne Gagne
06-29	Concord	Wilfred J. Gilbert	Noel Gilbert	Alma Ayotte
07-07	Concord	Kathleen W. Bogan	Martin Murphy	Catherine Shea
07-16	Pembroke	Acnula R. Letendre	Ignace Rondeau	Anna Monty
07-30	Concord	Pamela J. Tutlewski	Charles Tutlewski	Mary Antinucci
08-01	Concord	Jeffrey J. Corcoran	James L. Corcoran	Justine H. Pierce
10-29	Manchester	Charles A. Gallagher	Jacob Gallagher	Agnes Powell
11-30	Lebanon	Alphonse O. Plourde, Jr.	Alphonse O. Plourde, Sr.	Gwendolyn P. Elliott
12-02	Pembroke	Fay Donaghey	Charles Hutchins	Arlene Fifield
12-02	Pembroke	Jacob A. Chase	Jacob S. Chase	Harriet F. Stevens
12-08	Concord	Jeanne D. Roy	Emile Larcher	Marie Gendron
12-18	Concord	Marshall W. Gay	Raymond S. Gay, Jr.	Hester Hickel
12-30	Manchester	Edythe M. Angwin	Edmund F. Clark	Winnifred Goldie

HIGHWAY DEPARTMENT REPORT

PROJECTS - Maintenance paving was done on Borough Road, North Pembroke Road, and Bachelder Road. The major reconstruction project for the year was done on Church Street. There were not any shim and overlay projects done this year due to budget cuts. The Department also continues to perform the regular task of snow removal, sanding, refuse removal, brush cutting, ditch clearing, grave opening/closing, and center line and cross walk painting. The Department is now contracting with a private firm to vacuum clean the catch basins, providing a better cleaning than doing it by hand and eliminating possible job injuries. We have also replaced many culvert and driveway pipes, and repaired or replaced catch basins.

SOLID WASTE - The Department currently has seven employees certified for operation of a solid waste facility from the State. The solid waste facility has seen a large increase of tonnage in demolition debris, brush and assorted metals. The Hazardous Waste Day went very well with good turn out.

SAFETY COMMITTEE - The Highway members of the Safety Committee are Emile Lacerte, and myself, Henry Malo.

HIGHWAY COMMITTEE - The Highway Committee has come a long way on the plans for the new Highway Garage in the last two years. I would like to thank the committee, and Steve Keach for all the time that they have put into this project.

In closing, I would like to thank all of the Highway Employees and the Fleet Mechanic for a job well done.

Respectfully submitted,
Henry Malo
Road Agent

POLICE DEPARTMENT

1997 REPORT

Honorable Members of the Board of Selectmen
Honorable Town Administrator
Pembroke Residents

Ladies and Gentlemen,

I would like to start my report by explaining the Mission and Overall Goals of the Police Department. As you read this report, you find that police officers don't just ride around stopping cars. In fact we have one of the most challenging careers in municipal government. Each day we go to work, we have no idea what the day will bring. We just hope that we can get through the day and go home to our families.

The Town of Pembroke can be proud of their police department.

MISSION

The primary function of the Pembroke Police Department and its reason for existence is to protect life and property, maintain social order within prescribed ethical and constitutional limits. As an agency of municipal government, the Department will abide by sound principles of administration to carry out its mission in as effective and efficient a manner as possible. Full cooperation and coordination with other governmental and private agencies providing services with the Town of Pembroke will be maintained.

In carrying out the above mission, we must insure that all persons serving in the capacity of police officer's meet appropriate minimum professional standards, are provided with quality training in the necessary skills to properly and effectively perform their duties, and are encouraged to develop attitudes with fostering good police-community relations.

OVERALL GOALS

The following overall goals have been established for the guidance of employees, consistent with our statutory responsibilities under program areas outlined in our budget. These goals include, but not limited to:

Prevention of Crime
Drug Enforcement/Education
Community Relations

Responding to calls for Service
Traffic Safety/Accident Reduction

The 1997 Annual Report of the Police Department is proudly presented to you. You will find, that this year's report is more than a compilation of statistics. It identifies the dedicated men and women who serve the Town of Pembroke day in and day out, describes many of the tasks they are called upon to perform.

We would not have been able to accomplish our tasks, however, without the cooperation and guidance of the Board of Selectmen and Town Administrator, the continued assistance we receive from other Town Departments, and most important, the support we receive from the citizens of our town.

Respectfully submitted,
Thomas F. Iverson Jr.
Chief of Police

TABLE OF ORGANIZATION

CHIEF OF POLICE - Thomas F. Iverson Jr.

DEPUTY CHIEF OF POLICE - Wayne A. Cheney

PATROL DIVISION

Sergeant Larry J. Houghton

Sergeant Steve Gubitosi

Sergeant Scott Lane

Shift Supervisor -Prosecutor

Shift Supervisor -Prosecutor

Shift Supervisor - Prosecutor -D.A.R.E. Officer

Off. Pamela Allgeyer

Patrol Officer

Off. Glenn Northrup

Patrol Officer - Collision Re-Construction Team
Member

Department Photographer

Off. Michael Crockwell

Patrol Officer - Field Training Officer
Department Safety Officer

Off. Dwayne Gilman

Patrol Officer - Field Training Officer
Department Scuba Diver

Off. Gary Gaskell

Patrol Officer

ADMINISTRATIVE SERVICE DIVISION

Mary Ann Ricciotti

Annette Alley

Department Secretary

Department Part-Time Secretary

PART TIME OFFICERS

Off. Alain Chouinard

Off. Robert Farley

Off. Richard Croteau

Off. James R. Fallon

SUPPORT SERVICES

Reverend/Lieutenant Dan Stauffacher

Roger Duquette

Department Chaplain

Maintenance

CAREER DEVELOPMENT

Once again it's been a busy year with the department's career development. Our career development goal is an ongoing process to improve members of our department in every area of law enforcement. As 1997 came to a close, we have more than 2,011 hours of training.

Part of this year's total training hours include an extensive field training [FTO] program for our newly hired officers. A total of 1,409 training hours went into this training program. The instructors for this program were seasoned officers from our department who have received FTO Instructor Training. Our new part-time officers, James Fallon and Richard Croteau, attended and graduated from the NH Police Standards & Training Council Part-Time Officer Academy in November, which is a 100 hour course. Our new full-time officer Gary Gaskell entered the twelve week Basic Recruit Academy at NH Police Standards and Training Council on January 5, 1998.

The following list of courses and seminars represent the career development of Officers Serving the Town of Pembroke.

Performance Management
District Court Jury Trial
The Polaroid Camera for Law Enforcement
Domestic Violence Petitions
Intoxilyzer 5000 Re-certification Training
Juvenile Sexual Assault Interviewing Techniques
Personnel Evaluations
D.A.R.E. Training Yearly Re-Certification
Building Blocks of Worker's Compensation
Highway Safety Funding/Application Training
Juvenile Sex Offenders
Burglary and Robbery Investigation
Defensive Tactics Instructor Training
Changing Face of the Workplace
How to Run an Effective Meeting
Attorney General Extradition conference
Surviving the Holiday Madness
Coping With Violence & Tragedy

Interactive Use of Training-Simmunitions
Shaken Baby Syndrom
Advance Report Writing
Arson Seminar
Children Who Witness Violence
Personal Record Keeping
Advanced Officer I Training
Field Training Officer Training
N.H. Part-Time Officer Academy
Computer Training/Windows
Is Your JLMC in the Hot Seat
Gaze Nystagmus/DWI
Supervising the Problem Employee
Attorney General Conference on Child Abuse
DWI Detection/Apprehension/Prosecution
High Risk Management
Organizational Communication
Breath Test Operator

Respectfully submitted by
Wayne A. Cheney
Deputy Chief

FIREARMS TRAINING

All officers of the Police Department have successfully completed the required firearms training requirements as prescribed by law under Police Policy 404.03. The law states that each police or correction's officer who is issued or permitted by his/her agency to carry a firearm shall complete a minimum basic firearms safety and familiarization course once a year. The policy of the Pembroke Police Department has always been to go beyond those minimum training requirements.

In April we hosted a simmunitions in-service training program with assistance from the New Hampshire Police Standards and Training Council. Officers from Allenstown and Pembroke attended the training. The Simmunitions training program is today's most valuable officer survival training that officers can receive. It puts officers in simulated real-life situations where they learn judgmental skills as to when to shoot and when not to shoot, cover and concealment, weapon manipulation and because they actually get hit with a projectile from a "marking cartridge", it shows the areas where their ballistic vests do not protect them, etc. **This type of training saves lives.**

The marking cartridge goes in a conventional weapon specially adapted so it can shoot only simunition rounds, and produces nearly normal recoil and tactical accuracy up to 25 feet, so the realism of the training exercises is greatly enhanced. Officers who participate are required to wear face shields, throat collars and protective vests. Officer safety is of the utmost importance.

Respectfully submitted by
Wayne A. Cheney
Deputy Chief

* * * * *

CHAPLAIN'S REPORT

The office of Chaplain to the Police Department is a volunteer on-call position. Service is rendered as requested and includes a variety of components, ranging from planned events and formal representation, to crisis response situations.

During 1997, I continued to represent the Police Department on the North-East Ritual Crime Intelligence Association, The Youth Suicide Prevention Advisory Assembly for the State of New Hampshire, The Pembroke Academy Crisis Response Team and convened the first meeting of the New Hampshire Police Chaplains Association. In addition to this I provided an in-service training segment to our Police Department, and to a Multi-Department Training event in Claremont, New Hampshire.

During the month of August, our community and state were confronted with the death of three police officers in the line of duty, all within a week. I was involved in providing and coordinating pastoral services in response to the death of Epsom Police Officer, Jeremy Charron, which included individual support to various personnel involved, sharing in the funeral service in Hillsboro, support to the family and community members affected by this tragedy, and informal grief and stress assistance as necessary. The impact of these three deaths is still being felt around the State. Healing is coming in its own time.

I thank you for the privilege of serving in this capacity and look forward to a great year in 1998.

Respectfully submitted by
Rev/Lt. Dan Stauffacher, D.Min.,
Chaplain, Pembroke Police Department

1997 OFFENSE LOG STATISTICS

	<u>1996</u>	<u>1997</u>		<u>1996</u>	<u>1997</u>
Ambulance assist	241	188	Harassment	66	41
Arrest on Warrant	52	140	Illegal Dumping	2	0
Arson	3	1	Juvenile Complaints	117	161
Assault [felonious sexual]	6	9	Littering	4	2
Assault [on police off]	0	1	Missing Person	6	0
Assault [simple]	69	46	Open Alcohol	7	1
Bad Checks	0	2	Parties/Fights	106	118
Bomb Threats	1	0	Possession Alcohol	19	9
Burglaries/Attempts	28	22	Protective Custody	56	65
Criminal Mischief	137	92	Radio Transmissions	45,076	36,841
Criminal Threatening	18	18	Receiving Stolen Property	0	3
Criminal Trespass	14	5	Resisting Detention	1	2
Disobeying Police Off.	1	4	Suicide/Attempts	15	14
Disorderly Conduct	8	5	Suspicious Activity	98	122
Dispatch Calls Received	9,838	8,680	Theft/Larceny	85	113
Domestic Violence	118	118	Unsecured Building	114	53
Fire Alarm [assist]	66	64	Untimely Death	2	1
Forgeries/Fraud	2	3	Unwanted Persons	27	23
911 Calls	234	235	Walk-in Service	2,226	2,673
Domestic/Civil Standby	77	60	Intoxicated Persons	3	26

1997 MOTOR VEHICLE STATISTICS

	<u>1996</u>	<u>1997</u>		<u>1996</u>	<u>1997</u>
Accidents	136	120	Parking Tickets	462	917
Child Restraints	1	2	Reckless Operation	2	4
Conduct After Accident	2	2	Stolen Motor Vehicle	7	6
Defective Equipment	372	289	Stop Sign	32	17
Disabled Motor Vehicle	96	86	Transporting Alcohol/Drugs	5	3
Driving After Suspension	27	15	Uninspected Motor Vehicle	16	35
Driving While Intoxicated	24	25	Unreasonable Speed	252	211
Failure To Yield	4	1	OHRV Violations	11	14
Following Too Close	1	2	Motor Vehicle Warnings	722	658
Improper Passing	4	1	Vehicles Towed	35	53
Misuse of Plates	3	6	Yellow Line Violations	6	5
Motor Vehicle Lockouts	73	83	Operating Without License	5	6
Obstruction of View	1	1			
Operating without lights	3	0			

1997 ANIMAL CONTROL STATISTICS

	<u>1996</u>	<u>1997</u>
Cruelty to Animals	0	0
Dog Bites/Attacks	1	5
Dogs at Large	65	66
Dogs Impounded	25	25
Dog Complaints	92	114
Wild Animal Complaints	33	30

D.A.R.E. DRUG ABUSE RESISTANCE EDUCATION 1997 PROGRAM REPORT

The Pembroke Police Department started teaching the D.A.R.E. Program during the 1994/95 school year. Initially the program was funded through a federal grant. The grants are intended to be used as seed money for communities to establish and support their own D.A.R.E. programs. They are offered to qualifying towns for 4 years. It has been our goal from the start to be able to operate the program completely from donations with no funding from the municipal budget. We are pleased to announce that we have met this goal a year early. Through our own fund raising efforts such as the Women's Club Golf Tournament, Old Home Day Dunking Booth, 5th Grade Rock-a-thon and Spaghetti Dinner, we are meeting our financial needs. In the 1997/98 school year we will not be receiving any state, federal or local funding. We have been able to accomplish this goal through the continued support of the people, businesses and organizations of the town of Pembroke. All of the citizens of Pembroke can take personal pride in this accomplishment.

I am reluctant to start thanking any one person, organization or business for fear of forgetting someone. The RE/MAX Connection continues to sponsor the dunking booth at the Old Home Day celebration. This year we were pleased to receive a generous donation from the Suncook Masons, Jewell Lodge, No 94. The money was raised at their food concession during Old Home Day. The Masons have been a major supported of the D.A.R.E. program at the State level for a number of years. The support of Lodge No. 94 to the local program is appreciated. The Pembroke Academy Key Club provides students as role models and helps with our annual spaghetti dinner.

It would be irresponsible for me to not specifically thank the Pembroke Women's Club. Their annual golf tournament has evolved into our number one fund raiser. The majority of their sponsors for the tournament are local businesses from Pembroke. We are grateful for their continued support. A huge thank you once again to the Women's Club for their continued dedication to the health and safety of the children of Pembroke.

A recent national survey showed that drug use among high school students continues to rise. The same survey showed that for the first time in a number of years first time drug use among 8th grade students has dropped. This study shows that the 8th grade students are leaders and not followers. With their help in the coming years we should see a drop in drug use in the high school. Only with the support of parents, students and the community, will we see this trend continue. With all our help our next generation can be drug and violence free.

Respectfully Submitted
Sgt. Scott J. Lane
D.A.R.E. Instructor

1997 BURGLARY SUMMARY AND STATISTICS

The Pembroke Police Department investigated 22 burglaries in 1997. Three of these were of commercial properties and 29 Residential properties. Daytime residential burglaries account for the largest number of burglaries in 1997. The average loss was over \$300.00.

More burglaries were committed on Wednesdays and Thursdays than any other day of the week. Three Burglaries were reported during October.

<u>Burglary Totals</u>	Residential	20
	<u>Commercial</u>	<u>02</u>
	Total	22

<u>Total Loss</u>	Residential	5604.00
	<u>Commercial</u>	<u>2570.00</u>
	Total	13,778.00

<u>Residential Loss</u>	High Loss	2694.00
	Low Loss	00.00
	Average Loss	280.00

<u>Commercial Loss</u>	High Loss	1800.00
	Low Loss	770.00

<u>Method of Entry</u>	No Force	04	Kicked Door	02
	Broken Glass	02	Prying Tool	07
	Force / No Entry	03	Unsecured Door	04

<u>Time of Day</u>	Day Time	Residential	15	Commercial	01
	Night Time	Residential	03	Commercial	01
	Unknown	Residential	01	Commercial	01

<u>Day of Week</u>	Sunday	01	Thursday	07
	Monday	01	Friday	01
	Tuesday	02	Saturday	03
	Wednesday	05	Unknown	02

<u>Month of Year</u>	January	03	July	03
	February	01	August	02
	March	01	September	01
	April	02	October	03
	May	02	November	01
	June	01	December	02

Burglary Cases Closed	04
Burglary Cases Unsolved	18
Burglary Arrests	05

Respectfully submitted by
Wayne A. Cheney
Deputy Chief

COLLISION RE-CONSTRUCTION TEAM

As the Pembroke Police Departments Collision Re-Constructionist and member of the Tri-Town Collision Re-Construction Team, I would like to take this opportunity to pass on to you a review of year 1997 and the impact placed on the police department as a result of motor vehicle accidents.

1997 has proven to be a busy year for the Tri-Town Collision Re-Construction Team. We have investigated 5 fatal collisions within our cooperative communities.

The Pembroke Police Patrol Division has investigated 108 motor vehicle collisions. Four of the collisions were DWI related.

The months of January, February and March had the highest motor vehicle collisions in Pembroke.

The highest peak times for motor vehicle collisions was at 7:00 am and between the hours of 3:00 pm - 4:00 pm.

The average daily traffic flow on Route 3 South of Route 106 is approximately 14,000 motor vehicles, up 2000 since 1993. (Study done by Bureau of Transportation.)

Pembroke is a municipality on the move and we must be aware of our responsibilities to ourselves and those around us. Watch out for pedestrian traffic. Joggers please wear bright colors so you can be seen. Lets not become victims of needless motor vehicle collisions.

Reminder: The new laws pertaining to seatbelts state that everyone eighteen years of age and younger must wear a seat belt while riding in a motor vehicle.

The Police Department will continue to patrol high traffic areas vigorously to keep both pedestrians and motor vehicles safe on our roadways. We ask that you work with us in keeping Pembroke a safe place to live.

Respectfully Submitted by
Officer Glenn Northrup
Collision Investigator

(seated) Officer Dwayne Gilman, Officer James Fallon, Part Time Secretary Annette Alley, Full Time Secretary Maryann Ricciotti, Part Time Officer Robert Farley, Part Time Officer Alain Chouinard.

(standing) Part Time Officer Richard Croteau, Officer Gary Gaskell, Sergeant Scott Lane, Department Chaplain Dan Stauffacher, Chief Thomas Iverson, Jr., Deputy Chief Wayne Cheney, Sergeant Larry Houghton, Officer Glenn Northrup.

(not present) Officer Pamela Allgeyer, Officer Michael F. Crockwell, Sergeant Steve Gubitosi.



FIRE DEPARTMENT REPORT

If any year for a fire department can be called normal, 1997 was probably one of them. Although we strive to see no fires that cause any harm to buildings or people we did have two major fires in Pembroke

Fortunately no one was injured and although there was loss to property it did not result in any total losses to the owners or the tax base.

We continue to provide and support a strong fire safety and education program. Education is being coordinated through the school system with recognized educational programs that will teach our children about the dangers of fire. We know that this important program is the way to ensure that our community continues to see low fire losses.

Your firefighters continue to receive formal structured training throughout the year. Today's firefighter must constantly be kept up to date on not only on the basic fire fighting skills but also has to be aware of all the hazards that have been created by our technological society and how to deal with them. Countless hours are donated by your firefighters in this training at little or no cost to the taxpayers. You are truly fortunate that you have dedicated people willing to give of their time in this effort.

1998 will be a year of change for all of us as we see traffic lights installed on Pembroke Street. Although it may be seen as a safety measure by others, your fire department sees it as a challenge in how to be able to respond to emergency situations in a timely and safe method.

Your fire station will be caught between two sets of traffic signals that will certainly reduce our ability to get firefighters to the station in a safe and timely manner as well as equipment on the road in the timely fashion you have been accustomed to. We have voiced our concerns to the Board of Selectmen.

Like all fire departments, we continue to respond to more and more medical emergencies. This is a role that the Tri-Town Volunteer Ambulance has always provided to Pembroke in a most professional and efficient manner. They continue to do so. But, as they get busier serving the three towns of Allenstown, Hooksett and Pembroke, we are called upon more and more to not only assist but to provide the initial care when they are delayed getting to a call.

Financially we must continue to maintain our firefighting abilities. Now we also find ourselves having to escalate our needs and training to provide for more and more medical emergencies. We had budgeted for this change in services and hoped with the coming budget we could provide it to our firefighters. However, with the current trend of zero tax rate increases we will have to make some difficult choices.

We hope that you have a safe and emergency-free year.

Sincerely,

Richard S. Chase
Chief

TOWN FOREST FIRE WARDEN AND STATE FOREST RANGER

To aid your Forest Fire Warden, Fire Department and State Forest Ranger, contact your local Warden or Fire Department to find out if a permit is required. Violations of RSA 227-L:17, the fire permit law and the other burning laws of the State of New Hampshire are misdemeanors punishable by fines of up to \$2,000 and/or a year in jail. Violators are also liable for all fire suppression costs.

There are ten Forest Rangers who work for the N.H. Division of Forests and Lands, Forest Protection Bureau. State Forest Rangers are available to assist communities with forest fire suppression, prevention and training programs as well as the enforcement of forest fire and timber harvest laws. If you have any questions regarding forest fire or timber harvest laws please call our office at 271-2217.

There are 2400 Forest Fire Wardens and Deputy Forest Fire Wardens throughout the state. Each town has a Forest Fire Warden and several Deputy Wardens who assist the Forest Rangers with forest fire suppression, prevention and enforcement. The 1997 fire season was a safe period for wildland firefighters with no major injuries reported. The drought conditions experienced during the early summer months was a significant factor resulting in the total number of fires reported during the season.

The State of New Hampshire operates 15 fire towers, 2 mobile patrols and 3 contract aircraft patrols. This early detection and reports from citizens aid in the quick response from local fire departments. This is a critical factor in controlling the size of wildland fires and keeping the loss of property and suppression costs as low as possible.

1997 FIRE STATISTICS

(All Fire Reported thru December 12, 1997)

FIRES REPORTED BY COUNTY

Belknap	58
Carroll	96
Cheshire	63
Coos	29
Grafton	51
Hillsborough	145
Merrimack	148
Rockingham	54
Strafford	63
Sullivan	19
TOTAL FIRES	726
TOTAL ACRES	177.17

CAUSES OF FIRES REPORTED

Smoking	54
Debris Burning	261
Campfire	99
Power Line	33
Railroad	3
Equipment Use	23
Lightning	14
Children	60
OHRV	0
Miscellaneous	130
Incendiary	33
Fireworks	16

"REMEMBER, ONLY YOU CAN PREVENT FOREST FIRES!"

John Q. Ricard
Forest Ranger

John C. Theuner
Forest Fire Warden

FIRE PREVENTION DIVISION
1997 ACTIVITY REPORT

The following inspections are listed by type:

1997 ACTIVITIES

	<u>HOURS</u>
ADMINISTRATIVE	225
DAY CARE FACILITIES	39
OIL BURNERS	46
WELFARE	22.5
WOOD STOVES	4.5
SITE PLAN REVIEW	31
SPRINKLER SYSTEM REVIEW	5.5
FIRE ALARM PLAN REVIEW	5.5
COMMERCIAL BUILDINGS	39
SCHOOL VISITS	24
APARTMENT BUILDINGS	23.5
FIRE INVESTIGATIONS	13.5

This division also has ongoing inspections with all schools, public buildings, and high hazard areas. If you have any questions concerning your home's safety please give the Fire Prevention Division a call at 485-3621 and leave a message. WE will return you call.

Charles Byrne,
Inspector
Pembroke Fire Department

PLANNING BOARD REPORT

The Planning Board had an active year with commercial site plans and subdivisions. The Board reviewed six major commercial site plans, one minor plan and an earth excavation and reclamation plan. One of the major site plans has not yet been approved by the Board because it was presented in December. That plan is for an office park off Route 106. The Planning Board reviewed and approved one residential cluster subdivision with a total of eight new lots. Also reviewed and approved were two major residential subdivisions and three minor residential subdivisions.

One of the major duties of the Board is to review the Capital Improvement Program and submit its recommendations to the Selectmen. This is not an easy task. In reviewing the Capital Improvement Program, the Board has to review all of the future needs of the Town. The Board wishes to thank all of the Town departments, boards and/or committees for their timely submittal of information. Another duty of the Board is the yearly review of the Impact Fee Ordinance. These fees are imposed on residential and non-residential development in order to finance specific major public facilities over and above existing demand.

The Board held two public meetings relative to zoning on Route 3. There were many interested residents present for these meetings and they provided the Board with much information regarding how they would like to see Route 3 zoned.

The Board will be reviewing planning and zoning issues this coming year and will welcome comments and suggestions from the public. A proposed zoning article will be on Telecommunication Facility & Antenna Criteria.

I would like to thank all the members of the Planning Board for their long hours of work. I would also like to thank Michael Toepfer, former Planning Director, for all of his efforts. Michael resigned as Planning Director late this year and his knowledge and work ethic will be missed.

Respectfully submitted,

Normand Provencher
Planning Board Chairman

ZONING BOARD OF ADJUSTMENT REPORT

The Zoning Board of Adjustment consists of five members and two alternates(all volunteers), whose duty is to interpret the zoning ordinance and have the power to grant Variances, Special Exceptions, and hear Appeals from Administrative Decisions.

A variance is the establishment of a use which is otherwise prohibited by the zoning ordinance. The variance is a relief valve from which, if strictly applied, would deny a property owner all beneficial use of his land and thus possibly amount to a confiscation.

A special exception is a use of land or buildings that is permitted subject to specific conditions that are set forth in the ordinance. All special exceptions must be made in harmony with the general purpose and intent of the zoning ordinance and be made in accordance with the general or specific rules contained in the ordinance.

The Board also has the power to hear and decide Appeals if it is alleged that there is an error in any order, requirement, decision or determination made by an Administrative Official in the enforcement of the Zoning Ordinance. An appeal from an administrative decision must be made in the time period established in the ZBA's rules of procedure.

1997 was very interesting for the Zoning Board of Adjustment as it received ten (14) applications that dealt with such diverse issues as a Community Center, to a telecommunications tower, to a proposed motocross track. The breakdown is as follows:

Variances	4 Cases	4 Granted
Special Exceptions	8 Cases	7 Granted, 1 tabled to 1998
Administrative Appeals	2 Cases	2 Denied

William R. Bonney,
Chairman
Zoning Board of Adjustment

CODE ENFORCEMENT OFFICER'S REPORT

1997 was an average year for new construction in Pembroke. Housing starts were down slightly, commercial and industrial permits stayed the same, with almost 64,000 square feet of new commercial/industrial space added.

There always seems to be confusion concerning the need for a building permit and recent changes in the building code now require permits for activities that in the past were considered maintenance. You require a permit for any of the following activities.

- | | |
|-----------------------------------|--------------------------------------|
| To construct or alter a structure | To construct an addition |
| To demolish or move a structure | To install plumbing |
| To install electrical wiring | To install a fence |
| To install a swimming pool | To install or repair a septic system |
| To install a heating system | To install roofing |
| To install exterior siding | |

Anyone with questions concerning Building Codes, Zoning or Building Permits should contact Town Hall for assistance.

PERMITS ISSUED IN 1997

TYPE OF PERMITS	NUMBER ISSUED	CONSTRUCTION COST
Single Family	10	\$791,800.00
Industrial	1	80,000.00
Commercial	5	607,000.00
Garages	6	85,400.00
Renovations	54	482,500.00
Electrical	66	54,000.00
Plumbing	27	57,000.00
Utility Buildings	6	
Swimming Pools	9	
Fences	9	
Septic Systems	12	
Masonry	0	
Razing	4	
Manufactured Housing Parks	5	
Signs	14	
Child Care Facilities	7	
Manufactured Housing Unit	0	
Communications Antenna/Equipment Structure	3	52,000.00
Campground	1	
Misc.	1	
Totals	243	\$2,261,100.00
Total Fees:		\$23,955.82

John M. Freeman,
Code Enforcement Officer

CEMETERY COMMISSION

Having completed the mapping of all town cemeteries and the repair of old damage to monuments, the Cemetery Commission concentrated on the maintenance of monuments in 1997. As usual, the Commission surveyed the town's cemeteries for winter damage and contracted for needed repairs.

An automobile accident damaged the front wall and a gate of Buck Street Cemetery, and the Commission arranged for repair of the damage. The driver's insurance company reimbursed the cost of repairs.

The Commission has made a special effort to mark every Pembroke veteran's grave with an American flag and with a new flag holder where needed. The Commission decorates graves shortly before Memorial Day and removes the flags for the winter season after Veterans' Day. The Commission is anxious to recognize the service of every Pembroke veteran from every war, and would greatly appreciate hearing about any veteran's grave that lacks a flag holder.

The Commission endeavors to maintain a neat and well-groomed appearance in all town cemeteries, and reminds residents of the regulations that govern ornaments and plantings. These rules exclude the use of temporary or permanent plantings or decorations that are unsightly or that impede the maintenance of the cemetery. Decorations are permitted within a space as wide as the monument and extending twelve inches from the front of the monument. Temporary decorations (except for flags) are to be removed by lot owners by June 15th. The superintendent of cemeteries is authorized to remove temporary decorations after that date. Permanent decorations such as urns and planters are permitted only upon approval by the superintendent of cemeteries.

The Cemetery Commission plans to reconstruct the small wooden hearse house at Pembroke Street Cemetery in the spring of 1998. The building is suffering from decayed sills, a sagging roof, and deteriorated walls. Thomas Swanson of Epoch Corporation, manufacturers of sectional homes and commercial buildings, has generously offered to reconstruct the hearse house at no charge to the town. The Commission will provide a concrete foundation for the structure.

As always, the Commission solicits contributions or bequests to the Cemetery Improvement Fund, administered by the Trustees of Trust Funds. Enlargement of the fund through gifts from residents and friends of Pembroke's cemeteries will provide an endowment for cemetery upkeep and improvement, freeing the town's cemeteries from dependence on fluctuating town budgets and helping to make our historic burying places a source of pride and beauty for the community. Gifts or bequests should be made care of the Pembroke Trustees of Trust Funds and designated for the "Cemetery Improvement Fund."

Respectfully submitted,
Howard Robinson, Chairman

LIBRARY TRUSTEES REPORT

1997 was a banner centennial year for the Pembroke Town Library; and several impressive community programs celebrated that milestone. In April, during National Library Week, James Garvin, the State Architectural Historian, presented an interesting talk on the history of the Pembroke Public Library and a brief history of the Franco-American population of Suncook. On Friday of that week, an open house was held at the library and was well-attended. The citizens were especially fascinated by historic photographs of town events and spent much time perusing scrapbooks. In August, the library had an attractive float for Old Home Day with a scene from the 1897 library, and in contrast, a scene from the Pembroke library of the 90's. Many children and parents enjoyed riding in the parade, and the float won first prize for a non-profit organization. November featured a special program at St. John the Baptist Church entitled "The Franco-American Connection" including music and narrated slides featuring Gerard LeTendre, a native of the Suncook area, pianist and composer, and James Garvin, a resident, from the N.H. Division of Historical Resources.

Children's programs played a significant part at the library in 1997. The Pembroke Town Library participated in the New Hampshire state summer reading program, "Take Us to Your Readers" and more than 100 children took part. The normal library schedule includes weekly story hour for preschoolers on Tuesday mornings. There was an evening story hour each quarter of 1997 and also a crafts program for elementary school children each quarter. All were well-attended.

The circulation at the Pembroke Town Library continues to grow. The library gained 200 new patrons in 1997. The library has a public-use computer, a FAX machine and three museum passes for families: for the Christa McAuliffe planetarium, the Museum of New Hampshire History, and the Mt. Kearsarge Indian Museum in Warner.

The staff includes the librarian, the assistant librarian, Diane Carantit, and excellent substitutes, Gini Batchelder and Mary Louise Grandmaison. Our trustees are energetic and devoted to the library. We have an excellent group of hard-working volunteers who have spent long hours doing an inventory of library materials.

In September, a Pembroke Town Library Space Needs Committee was formed to study the present and future needs of the library. The committee meets monthly.

The staff and trustees of the library thank our citizens for their active participation at our facility and their generous donations.

The trustees meet every third Wednesday at 6:30p.m. at the library. The public is welcome to attend.

Library Hours

Monday	1:00 p.m.	8:30 p.m.
Tuesday	10:00 a.m.	5:00 p.m.
Wednesday	1:00 p.m.	5:00 p.m.
Thursday	1:00 p.m.	8:30 p.m.
Friday	1:00 p.m.	5:00 p.m.
Saturday	10:00 a.m.	2:00 p.m.

Melinda J. Baxter
PEMBROKE TOWN LIBRARIAN

Marilyn G. Ross
Joyce Belanger
Elsie Brison

Arthur Fowler
Lianne Hanson
LIBRARY TRUSTEES

PEMBROKE RECREATION COMMISSION

The Recreation Commission oversees the maintenance of Gamelin Memorial Field. Facilities at the park include: basketball, four ball fields, (one lighted) for baseball, softball and soccer, beach volleyball, fitness course, playground, picnic area, pavilion, and a boat launch area. Each year the commission supports: a soccer league for children (grades kindergarten-6), biddie basketball (grades 4-6), winter league basketball (girls - grades 5-8), little league baseball and softball, summer recreation softball, summer recreation basketball (grades-7-12), a fishing derby, a summer recreation program, summer swimming, an annual antique fire truck show, DARE golf tournament, Almost Home Day Road Race, Old Home Day activities, and various groups or individuals from town who have used the park facilities for gatherings.

This past year Jason Menard finished his Eagle Scout project when a gazebo he constructed was placed behind the beach volleyball area. Jason and his many volunteers cleared the area so the gazebo could be placed close to facilities and still have a view of the river. The gazebo was finished in time for Old Home Day. I am sure most who saw the finished project agree that Jason should be commended for a job well done on a building that people in town have wanted in the park for years.

Gordon Riedesel organized and directed the fifth annual Almost Home Day Road Race. The race, held for walkers and runners, was very successful as more than 200 people participated. Proceeds from the race were donated to the Pembroke Endowment Fund for the Hospice House in Concord. The commission would like to thank the many volunteers who helped and Pembroke Academy, which provided facilities, to make this event successful.

Leslie Menard directed our summer recreation program. More than 100 children participated in the five week program. Children entering grades 2-8 were accepted at a cost of \$2 a day. Scholarships were made available for families with financial difficulties. Allenstown helped finance the program as 40 students from that town attended. Leslie, a former counselor with the program, did an outstanding job in her first year. She was assisted by Stacey Beauchesne and Kerri Lafferty. These three young women were enthusiastic and thoroughly enjoyed working with the children in attendance. Throughout the summer, children were involved in sport activities, weekly field trips, and arts and crafts. Another trip to Fenway Park highlighted an enjoyable summer for all those who attended. We look forward to another exciting summer as we plan to extend the program to six weeks.

New Hampshire College hosted our summer swim program. Sue Danault directed the program for the second year. More than 70 children registered for free swimming lessons in the different ability levels. The commission would like to thank Ray Prouty, who arranged the pool schedule to accommodate Pembroke, and adjusted the cost schedule to make it possible for Pembroke youth to enjoy this program in an Olympic-size pool.

Helen Fryer coordinates a program for senior citizens. The group (M & M's) meets for luncheons, schedules trips, and invites speakers to talk on various subjects. Helen continues to volunteer for various projects in town and her efforts do not go unnoticed by the commission. We would like to thank her for her continued support.

Our intent next year is to increase the summer recreation program from five to six weeks, install security systems for three buildings at the park, renovate the recreation building to accommodate expanding summer program, reseal the existing basketball court, phase in an irrigation system to water playing fields, over-seed existing soccer field, and continue work on stabilization of the river bank along the Merrimack.

PEMBROKE RECREATION COMMISSION *(continued)*

Every year Henry Malo and the Highway Department assist the summer work crew on various projects. The town is very fortunate to have someone of Henry's caliber. He and his staff are easily approachable and have helped in many ways. Their continued efforts have reduced the overall cost of projects to the town. The commission would like to thank the many leagues who used the park this past year and cooperated in keeping the park clean. This has been an ongoing problem and this past year was exceptional.

Respectfully submitted,
Rose Galligan, Chairperson
Michelle Carvalho, Secretary
Greg Goff, Treasurer
David Seavy
Bob Musil



CONSERVATION COMMISSION REPORT

The Conservation Commission has been very busy with many projects this year. We need additional volunteers to maintain a full membership.

The town preserves a conservation/recreation area near White Sands Beach area. Many citizens enjoy hiking, bathing or sunning themselves. The White Sands area was often crowded. The Town has benefitted from the help of Eagle Scouts involved in several Eagle badge projects. The Whittemore and Town Forest areas are now completed with hiking trails and are being used by many Pembroke citizens. Signs were placed on the Whittemore and the Town Forest land to clearly identify the paths. Maps of the trails for the Whittemore and Town Forest sites are available in the Town Hall.

Pembroke presently owns several stretches of land along the Merrimack River and hopes to join in the development of a Merrimack River Greenway, a recreational trail system which would become part of a statewide trail system. Our long range plans are to purchase land or obtain trail easements along the Merrimack River to aid in this statewide effort.

We have also joined in a project along the Soucook River. The Soucook River Watershed Study is a cooperative effort of towns interested in protection, management and development of the natural and cultural resources of the area. The results of the study, we hope, will allow the towns to gain important insights for the residents of the Soucook River Watershed. This will help in formulating policies and programs that are responsive to watershed resident's needs and concerns.

At the advice of our former town planner, the Conservation Commission had several town-owned properties surveyed for the purpose of identifying what we actually own. We are now in the process of conducting an inventory of each of these conservation areas in town.

The Conservation Commission has taken an active role in evaluating the impact that development will have on our town wetlands areas. We made several walks to view properties and are available in an advisory role to the New Hampshire Wetlands Board when necessary .

Tom Beaulieu
Chairperson

ECONOMIC DEVELOPMENT COMMITTEE

State of Economy and Growth

The commercial growth during 1997 reflected the good economic conditions seen throughout the region. Several of our existing companies have enjoyed this growth and expanded their facilities. Between expansion and new development the commercial tax base increased by \$1,051,800. m This translates into \$39,000 in tax revenue.

Economic Development Committee State of economy and growth The commercial growth during 1997 reflected the good economic conditions seen throughout the region. Several of our existing companies have enjoyed this growth and expanded their facilities. Between expansion and new development

Town Promotions

The ECONOMIC DEVELOPMENT COMMITTEE's slogan contest winner was "Prosper in Pembroke" submitted by Marc Chronish. He was awarded a \$500 savings bond. Diane Beam came in second with "Situated for Success". Donald Jolin placed third with his entry, "Pembroke - Gateway to Business Success".

The phone company and map makers have followed through on their promises and Pembroke can now be found on their maps.

The town's Home Page on the Internet (<http://www.Pembroke-nh.com>) continues to attract attention. The Home page contains information about our town and has space available for local businesses to be listed. To have your business listed contact the Town Hall.

Business Development Efforts

Members of the ECONOMIC DEVELOPMENT COMMITTEE have attended several conferences held by various state and federal agencies promoting economic growth. The committee has begun long-term planning, and market research and continues to establish working relationships with local and regional development businesses and agencies. The committee is researching the means and methods available to provide local businesses with low cost funding for expansion.

Changes in Town Planner

In September, Michael Toepfer, the Town Planner, resigned. The town benefitted greatly from Mike's efforts in planning and development. We all wish him well in his new career.

The Selectmen determined that the town needs to focus on the development of our commercial districts. To accomplish this, they have changed the title and job description of the Town Planner. The new title is the Director of Economic Development/Planning, with a job description that is focused on economic development. This new focus will allow the town to act in a pro-active manner to assist businesses expand and attract new business.

ECONOMIC DEVELOPMENT COMMITTEE *(continued)*

Goals for 1998

- * Increase advertising in selected markers
- * Inventory commercial properties
- * Join Concord Regional Development Corporation
- * Continue meeting with commercial/residential Realtors
- * Establish a non-profit development corporation

Monthly Meetings

The ECONOMIC DEVELOPMENT COMMITTEE meets on the 3rd Thursday of each month at 7:00 PM at the Pembroke Town Hall. If you have any comments, questions, or suggestions regarding the development or stimulation of our local economy, the committee would appreciate your input and participation at our meetings.

Respectfully submitted,
Michael Duffy, Chairperson
Marie Ayles, Vice-Chairperson
Pembroke Economic Development

UNIVERSITY OF NEW HAMPSHIRE COOPERATIVE EXTENSION

UNH Cooperative Extension provides Merrimack County residents with research-based education and information, enhancing their ability to make informed decisions that strengthen youth, families, and communities, sustain natural resources, forests, wildlife and agriculture, and improve the economy.

As your local link to the University of New Hampshire, Cooperative practical education to people of all ages.

Because of our partnership with Merrimack County, the State of New Hampshire and the Federal Government, we go by the special name of UNH Cooperative Extension. In every Merrimack County community, this partnership is at work, increasing economic development, enhancing the environment and developing human potential.

Extension educators provide informal educational programs in the areas of Natural Resources and Family, Community and Youth, advised and assisted by a local advisory council.

Merrimack County residents also benefit from statewide Extension programming. Among these many local and state efforts are monitoring water quality in our lakes and rivers, reducing the use of pesticides, parenting programs, 4-H and youth development programs, land use management, food safety, forest stewardship, family finances, meeting the needs of low income families, strengthening our communities, developing a strong volunteer base and providing research-based information to citizens.

A major statewide Extension initiative, Strengthening New Hampshire Communities, has impacted Merrimack County. County staff have worked with many of the communities in a variety of ways. The Community Profile was held in two communities in the past year. This community event works through a process to help community members create a vision about what they want their community to be like and then works through a process that helps form action groups to reach their goals. Follow up support is available from UNH Cooperative Extension staff.

Other community efforts include after school programs, teen assessment projects, land use management planning, wellness teams, town office visits, Master Gardeners, working with schools on maintenance of landscaped areas, and providing updated Extension publication notebooks to all town libraries.

The staff in Merrimack County includes nine Extension educators, two state specialists and three support staff. Educators reach approximately 1.5 out of every four families in the county.

Visit our new office, located next to the Merrimack County Nursing Home at 315 Daniel Webster Highway, Boscawen. We're open Monday-Friday, 8 AM until 4:00 PM. Or call us at 225-5505 and 796-2151 or find us on the Web at [HTTP://CEINFO.UNH.EDU](http://CEINFO.UNH.EDU).

PEMBROKE WATER WORKS 1997 ANNUAL REPORT

This past summer the Department of Environmental Services announced that Pembroke Water Works successfully completed five rounds of lead and copper sampling. Compliance with the Lead and Copper Rule requires considerable effort and cost on the part of the Water Works in the form of quarterly testing of the system. The Lead and Copper Rule allows for a reduction in the sampling schedule to once every three years if a system is successful in its testing. We are very pleased to provide safe quality water to our users.

The Commissioners instituted permit requirement for anyone installing an in-ground sprinkler system or the installation of deduction meters. The reason for the permit is to insure the safety of the water system from improperly installed sprinkler system and meters.

There was an increase of twelve (12) single family homes and three (3) businesses to the water system during 1997.

The Superintendent and crew spent much of the spring and summer moving and repairing services on Church Street during the reconstruction of the street.

In late fall the crew was busy with the installation of an 8 inch water main across Route 28 at Turnpike Street in Allenstown at a cost of over \$7,000.00. The crew also installed a 2 inch water main on Elm street in Allenstown, while the Allenstown sewer department was installing a new sewer line. The unexpected project cost was almost \$8,000.00.

The crew spent considerable time on maintenance at the well sites, both maintaining drives and roads leading to the wells, as well as repairing the pumps and maintenance to the interior of the buildings.

Respectfully submitted,
William Stanley
Board of Water Commissioners
Chairman

PEMBROKE WATER WORKS INDEPENDENT AUDITOR'S REPORT

To the Board of Water Commissioners of Pembroke Water Works

We have audited the accompanying balance sheets of Pembroke Water Works as of December 31, 1997 and 1996, and the related statements of income, retained earnings, and cash flows for the years then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Pembroke Water Works as of December 31, 1997 and 1996, and the results of its operations and its cash flows for the years then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The schedules of operating expenses on page 8 is presented for the purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements, and in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Burnham & Malmborg, Professional Association
Concord, New Hampshire

January 16, 1998

PEMBROKE WATER WORKS

BALANCE SHEET - ASSETS

CURRENT ASSETS	<u>1997</u>	<u>1996</u>
Cash		
Savings accounts	\$77,719	\$66,704
Checking accounts	52,102	51,909
Change fund	185	185
Capital reserve fund account (Note E)	<u>30,168</u>	<u>19,112</u>
	160,174	137,910
Accounts receivable	8,274	12,166
Material and supplies inventory (Note A)	20,255	21,306
Prepaid insurance	<u>3,220</u>	<u>3,073</u>
TOTAL CURRENT ASSETS	191,923	174,455
PROPERTY AND EQUIPMENT (Note A)		
Land	31,935	31,935
Structures	811,836	804,728
Water supply and pumping equipment	247,096	246,270
Water distribution equipment	1,269,108	1,253,500
Other equipment	109,605	108,625
Well exploration costs	<u>20,306</u>	<u>20,306</u>
	2,489,886	2,465,364
Less allowances for depreciation and amortization	<u>(1,122,790)</u>	<u>(1,066,096)</u>
	1,367,096	1,399,268
	<u>\$1,559,019</u>	<u>\$1,573,723</u>
LIABILITIES AND CAPITAL		
CURRENT LIABILITIES		
Accounts payable	2,213	2,797
Accrued interest	1,736	2,604
Current portion of long-term debt	<u>25,000</u>	<u>25,000</u>
TOTAL CURRENT LIABILITIES	28,949	30,401
LONG-TERM DEBT, less portion payable within one year classified as a current liability (Note C)	25,000	50,000
CAPITAL		
Municipal investment (Note D)	213,693	213,693
Retained earnings (operating)	1,261,046	1,260,354
Capital reserve fund (Note E)	<u>30,331</u>	<u>19,275</u>
	1,505,070	1,493,322
	<u>\$1,559,019</u>	<u>\$1,573,723</u>

PEMBROKE WATER WORKS
STATEMENTS OF OPERATIONS AND RETAINED EARNINGS

	<u>1997</u>	<u>1996</u>
OPERATING REVENUE (Note B)		
Residential water sales	\$244,416	\$236,494
Hydrant rentals	33,696	33,384
Commercial water sales	59,063	55,389
Merchandise sales and job work	<u>6,744</u>	<u>4,934</u>
	343,919	330,201
OPERATING DEDUCTIONS		
Operating expenses	296,034	277,139
Depreciation and amortization	56,694	59,150
Payments in lieu of property taxes	<u>785</u>	<u>765</u>
	<u>353,513</u>	<u>337,054</u>
OPERATING (LOSS) INCOME	(9,594)	(6,853)
NON-OPERATING REVENUE (EXPENSE)		
Interest Expense	(3,819)	(5,694)
Interest Income	3,666	3,111
Finance service charges on delinquent accounts	5,194	4,837
Gain on sale of assets	-0-	990
Miscellaneous Income	<u>5,245</u>	<u>297</u>
	<u>10,286</u>	<u>3,541</u>
NET (LOSS) INCOME	(692)	(3,312)
Retained earnings at beginning of year	1,260,354	1,263,666
RETAINED EARNINGS AT END OF YEAR	<u><u>\$1,261,046</u></u>	<u><u>\$1,260,354</u></u>

PEMBROKE WATER WORKS
STATEMENTS OF CAPITAL RESERVE FUND

OPERATING REVENUE (Note E)	<u>1997</u>	<u>1996</u>
Permit fees	\$9,780	\$4,500
NON-OPERATING REVENUE		
Interest	<u>1,276</u>	<u>793</u>
NET INCOME	11,056	5,293
Capital reserve fund at beginning of year	<u>19,275</u>	<u>13,982</u>
CAPITAL RESERVE FUND AT END OF YEAR	<u><u>\$30,331</u></u>	<u><u>\$19,275</u></u>

PEMBROKE WATER WORKS

STATEMENTS OF CASH FLOWS

CASH FLOWS FROM OPERATING ACTIVITIES:	<u>1997</u>	<u>1996</u>
Net Income - operations and reserve	\$11,748	\$1,981
Non-cash expense included in net income		
Depreciation and amortization	56,694	59,150
(Gain) loss on disposal of equipment	-0-	(990)
Net (increase) decrease in:		
Account receivable	3,892	(532)
Inventory	1,051	125
Prepaid expense	(147)	1,189
Net (decrease) increase in:		
Accounts payable	(584)	2,225
Accrued interest	(869)	(869)
Deferred income	<u>-0-</u>	<u>(250)</u>
NET CASH PROVIDED BY OPERATING ACTIVITIES	71,785	62,029
CASH FLOWS FROM INVESTING ACTIVITIES:		
Capital expenditures	(24,521)	(45,573)
Proceeds on sale of assets	<u>-0-</u>	<u>990</u>
NET CASH (USED BY) INVESTING ACTIVITIES	(24,521)	(45,573)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Debt reduction payments on bond	<u>(25,000)</u>	<u>(25,000)</u>
NET CASH (USED FOR) FINANCING ACTIVITIES	<u>(25,000)</u>	<u>(25,000)</u>
NET (DECREASE) INCREASE IN CASH	22,264	(8,544)
CASH BEGINNING OF YEAR	<u>137,910</u>	<u>146,454</u>
CASH AT END OF YEAR	<u><u>\$160,174</u></u>	<u><u>\$137,910</u></u>

PEMBROKE WATER WORKS NOTES TO FINANCIAL STATEMENTS

NOTE A - ACCOUNTING POLICIES

The principal accounting policies of Pembroke Water Works ("the Water Works") are as follows:

Business Activity

The Water Works provides water service to residents and businesses located in the towns of Pembroke and Allenstown. This provides a customer base of 2,016 accounts representing 3,179 individual units.

Accounting Basis

The Water Works uses the accrual method of accounting for all revenue and expenses.

Property and Equipment

These assets are carried at cost. Maintenance repairs and minor renewals are expensed as incurred and renewals and betterments are capitalized. When an asset is retired or disposed of, the related costs and accumulated depreciation are removed from the accounts and any gain or loss on the disposition is credited or charged to income. Provision is made on the straight-line method for depreciation by annual charges to operations calculated to absorb the costs over the estimated useful lives of the assets.

The cost of water mains included under the caption "Water distribution equipment" reflects only those costs actually expended by the Water Works. In prior years, the Water Works acquired title to additional mains located in housing development areas. The cost of such mains has been borne by the developer. Under the standard contract provision mains installed in development areas become the property of the Town after a specified period of time. The cost of mains so acquired is not reflected in the property and equipment accounts.

Inventory

Material and supply inventory is valued at the First In - First Out (FIFO) method.

Allowance for Doubtful Accounts

The Company considers accounts receivable to be fully collectible; accordingly, no allowance for doubtful accounts is required.

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

PEMBROKE WATER WORKS
NOTES TO FINANCIAL STATEMENTS (CONTINUED)

NOTE B - EASEMENT AGREEMENT

In August, 1973, the State of New Hampshire granted to the Water Works an easement and right of way for the construction of a well and pumping station on land situated in Bear Brook State Park. Under the terms of the easement agreement, the Water Works is obligated to supply up to 50,000 gallons of water a day indefinitely to the State at no charge.

NOTE C - LONG TERM DEBT

Long-term debt consisted of the following at December 31, 1997 and 1996.

	<u>1997</u>	<u>1996</u>
7.5% serial bond issued 1988, and maturing at the rate of \$25,000 annually beginning in 1990 and maturing in 1999, backed by the full faith and credit of the Town of Pembroke.	\$50,000	\$75,000
Less portion payable within one year classified as a current liability	<u>25,000</u>	<u>25,000</u>
TOTAL LONG-TERM DEBT NET OF CURRENT PORTION	<u><u>\$25,000</u></u>	<u><u>\$50,000</u></u>

Principal is to be repaid as follows:

<u>Year Ending December 31,</u>	<u>Amount</u>
1998	\$25,000
1999	<u>\$25,000</u>
	<u><u>\$50,000</u></u>

NOTE D - MUNICIPAL INVESTMENT

During fiscal year 1985 Pembroke Water Works constructed a new water main on Route 106 from Pembroke Street to the Concord City Line. The town of Pembroke voted to authorize \$200,000 for this construction and issued this amount to Pembroke Water Works. This increased the municipal investment to \$213,693 at December 31, 1985. The total construction cost of this project was \$213,815.

NOTE E - CAPITAL RESERVE FUND

During fiscal year 1986, Pembroke Water Works established a \$750 per unit tap fee to finance construction, reconstruction, acquisition of needed water works system equipment, improvements and/or the acquisition of land for water system expansion. The fee is only charged to Pembroke and Allenstown applicants; the town trustees of trust funds hold monies. The fund amounted to \$30,331 and \$19,275 at December 31, 1997 and 1996, respectively.

PEMBROKE WATER WORKS
NOTES TO FINANCIAL STATEMENTS (CONTINUED)

NOTE F - DEFERRED COMPENSATION PLAN

During 1988, the company established a deferred compensation plan available to all employees in accordance with section 457 of the Internal Revenue Code. The employee contributions to the plan were \$12,740 and \$11,232 for 1996 and 1995 respectively. The plan is administered by a third party.

During 1996 the Company elected to charge salaries before reduction of deferred compensation to the various labor accounts. This is a change from the prior years during which salaries were charged to the various labor accounts after reduction for deferred compensation.

NOTE G - RELATED PARTY TRANSACTIONS

The Company entered into the following related party transaction with members of the Board of Commissioners:

	<u>1996</u>	<u>1997</u>
Purchase of heating oil & kerosene with Edward Lavallee of Lavallee Oil, Inc.	\$2,042	\$1,637
Purchase of paving services with William Stanley of William Stanley & Son.	4,407	-0-

NOTE H - CHANGE IN ACCOUNTING PRINCIPLE

During the year ended December 31, 1996 the Company changed to the FIFO method of inventory valuation from the weighted average method previously used. The result of this change was immaterial for net income.

PEMBROKE WATER WORKS
SCHEDULES OF OPERATING EXPENSES

	<u>1997</u>	<u>1996</u>
Water supply and pumping:		
Power purchases	\$59,975	\$59,005
Pumping station labor	11,644	10,222
Pumping station supplies and expense	13,717	7,643
Purification labor	9,274	8,627
Water purification supplies and expense	10,735	16,844
Water distribution:		
Gravel and hot top	3,273	828
Labor, repairs and supplies - service	11,077	8,732
Labor, repairs and supplies - hydrants	3,743	4,987
Labor, repairs and supplies - mains	5,925	2,079
Labor, repairs and supplies - meters	3,567	3,377
Miscellaneous labor	11,856	9,643
Administration:		
Superintendent	38,966	37,482
Office	34,198	34,081
Insurance	17,820	16,913
Garage	7,427	12,047
Commissioners' and treasurer salaries	5,300	5,083
Meter readings	3,393	3,690
Miscellaneous	6,695	3,772
Payroll taxes	10,525	10,008
Store department and shop	7,764	10,702
Professional fees	3,870	2,999
Printing of Town Report	250	224
Benefit hours	7,950	8,401
Engineering	<u>7,090</u>	<u>750</u>
 TOTAL OPERATING EXPENSES	 <u><u>\$296,034</u></u>	 <u><u>\$277,139</u></u>

SEWER COMMISSION REPORT

Some of the maintenance that was needed has been done to the pump station at Bow Lane. However, this coming year a grinder will need to be replaced there. We are also looking into upgrading this pump house due to the age of the pumps that run it.

The Pembroke and Allenstown sewer departments are working on a capital improvement and replacement plan this coming year. The purpose of this is to keep up with EPA regulations.

We still do not give abatements for pools, lawn or garden watering unless a meter of Badger type, acquired through the sewer department, was installed and inspected.

There has been a change in the sewer rate for the 1998 year. The old rate was \$1.95 (one dollar and ninety five cents) per thousand gallon, the new rate is \$2.20 (two dollars and twenty cents) per thousand gallons of water usage. This is an increase of \$.25 (twenty five cents) per thousand gallon.

The Commission meets every third (3rd) Tuesday of the month at 7:00 p.m. at the Town Hall.

The Sewer Commission now has regular office hours. The office is open from 9 a.m. - 2 p.m. Monday - Friday. We will be glad to answer all your questions on sewer problems or hook-up. Please feel free to call us at 485-8658.

Respectfully submitted,

Paulette Malo
Sewer Commissioner Chairperson

SEWER COMMISSION BUDGET

ACCOUNT	1997 EXPENSE	1997 BUDGET	1998 BUDGET
<i>050-Revenue</i>			
051-Sewer Fees	\$259,160.32	\$259,793.00	\$290,000.00
052-Late Fees	\$1,908.70		
053-Permit Fees	\$32,745.00		
054-Bet. Assmnt.	(\$34.64)		
055-Meter Sales	\$605.00		
<i>Total 050-Revenue</i>	\$294,384.38	\$259,793.00	\$290,000.00
<i>060-Income</i>			
061-Interest	\$14,630.15		\$16,000.00
062-State Aid	\$23,676.00	\$23,676.00	\$22,653.00
064-Refunds Received	\$100.00		
065-Misc. Income	\$45.00		
Total 060-Income	\$14,775.15		\$16,000.00
<i>Total Revenue and Income</i>	\$309,159.53		\$306,000.00
<i>Expense</i>			
100-Pump Station 1			
101-Electric	\$250.73	\$1,000.00	\$400.00
102-Telephone	\$456.58	\$400.00	\$500.00
105-Fuel		\$300.00	\$150.00
106-Labor	\$875.00		\$1,000.00
110-Equipment	\$195.20	\$600.00	\$300.00
115-Contractors	\$2,107.00	\$2,115.00	\$2,500.00
151-Materials	\$167.00	\$80.00	\$300.00
150-Maintenance - Other	\$705.00	\$3,500.00	\$1,500.00
100-Pump Station 1 - Other			
<i>Total 100-Pump Station 1</i>	\$4,756.51	\$7,995.00	\$6,650.00
<i>200-Pump Station 2</i>			
201-Electric	\$4,414.62	\$4,000.00	\$5,000.00
202-Telephone	\$402.22	\$400.00	\$420.00
205-Fuel	\$73.38	\$50.00	\$100.00
206-Labor	\$1,540.00		\$2,000.00
210-Equipment	\$568.76	\$300.00	\$500.00
215-Contractors	\$3,942.00	\$3,000.00	\$3,000.00
251-Materials	\$1,444.00	\$600.00	\$1,500.00
252-Repairs	\$1,260.00	\$3,000.00	\$1,000.00
253-Supplies			\$500.00
250-Maintenance - Other	\$1,711.55	\$4,000.00	\$1,500.00
<i>Total 200-Pump Station 2</i>	\$15,356.53	\$15,350.00	\$15,520.00

ACCOUNT	1997 EXPENSE	1997 BUDGET	1998 BUDGET
<i>300-Pump Station 3</i>			
301-Electric	\$1,706.47		\$2,000.00
302-Telephone	\$608.33		\$500.00
305-Fuel	\$1,316.79		\$1,500.00
306-Labor	\$367.50		\$500.00
310-Equipment	\$18.00		\$500.00
315-Contractors	\$2,532.00		\$2,500.00
350-Maintenance - Other	\$1,145.00		\$300.00
300-Pump Station 3 - Other		\$10,000.00	\$500.00
<i>Total 300-Pump Station 3</i>	\$7,694.09	\$10,000.00	\$8,300.00
<i>400-Pump Station 4</i>			
401-Electric	\$1,305.96		\$1,500.00
402-Telephone	\$573.44		\$500.00
405-Fuel	\$144.21		\$300.00
406-Labor	\$297.00		\$500.00
410-Equipment	\$18.00		\$300.00
415-Contractors	\$2,542.00		\$2,600.00
450-Maintenance - Other	\$1,426.23		\$1,000.00
400-Pump Station 4 - Other		\$9,000.00	\$500.00
<i>Total 400-Pump Station 4</i>	\$6,306.84	\$9,000.00	\$7,200.00
<i>500- Pump Station 5</i>			
501-Electric	\$2,092.24		\$2,400.00
502-Telephone	\$587.54		\$500.00
505-Fuel	\$577.05		\$500.00
506-Labor	\$332.50		\$500.00
510-Equipment	\$18.00		\$500.00
515-Contractors	\$2,505.00		\$2,500.00
550-Maintenance - Other	\$853.23		\$300.00
500- Pump Station 5 - Other		\$9,000.00	\$500.00
<i>Total 500- Pump Station 5</i>	\$6,965.56	\$9,000.00	\$7,700.00
<i>600-Collection System</i>			
615-Contractors	\$175.00		\$500.00
652-Repairs	\$3,789.00	\$5,000.00	\$3,000.00
653-Supplies	\$443.52	\$400.00	\$500.00
654-Odor Control			\$3,000.00
650-Maintenance - Other	\$1,751.30	\$1,400.00	\$1,500.00
600-Collection System - Other	\$315.00	\$5,000.00	\$1,000.00
<i>Total 600-Collection System</i>	\$6,473.82	\$11,800.00	\$9,500.00

ACCOUNT	1997 EXPENSE	1997 BUDGET	1998 BUDGET
<i>700-Administration</i>			
706-Insurance		\$150.00	\$150.00
708-Tools		\$500.00	\$200.00
720-Postage	\$1,064.00	\$1,500.00	\$1,500.00
725-Town Report	\$100.00	\$3,300.00	\$500.00
722-Contractors	\$1,571.94	\$3,500.00	\$2,000.00
700-Administration - Other	\$93.36	\$150.00	\$150.00
<i>Total 700-Administration</i>	\$2,829.30	\$9,100.00	\$4,500.00
<i>710-Office</i>			
705-Labor-Secretary	\$8,532.12	\$8,000.00	\$17,689.48
711-Telephone	\$327.08	\$400.00	\$400.00
712-Supplies	\$100.00	\$1,000.00	\$500.00
713-Miscellaneous	\$365.79	\$400.00	\$400.00
715-Office Equipment - Other		\$300.00	\$300.00
<i>Total 710-Office</i>	\$9,324.99	\$10,100.00	\$19,289.48
<i>Other Expenses</i>			
732-Legal			\$2,000.00
731-Engineering			\$1,500.00
730-Professional Fees - Other			\$1,000.00
800-Treatment Facility	\$179,903.78	\$193,583.50	\$207,584.09
Total Other Expenses	\$179,903.78	\$193,583.50	\$212,084.09
<i>Total PSC Expenses</i>	\$239,611.42	\$275,928.50	\$290,743.57

ACCOUNT BALANCES 12/31/97

Capital Bond	\$130,116.20
Capital Improvements	\$58,929.01
Operating	\$50,463.46
Repair & Replacement	\$238,966.35

PEMBROKE AND ALLENTOWN OLD HOME DAY

Slogan: "Hands Across the Water"

Theme: "The Good Old Days"

The Pembroke and Allentown Old Home Day celebration was once again a great success. The generous contributions from private citizens, local businesses, and non-profit organizations again made it possible for our towns to continue this tradition. The cooperation of both town governments, police, fire, highway and rescue departments as well as the volunteer efforts of the citizens of both towns ensured the success of Old Home Day.

The annual Pancake Breakfast at the Congregational Church started the day, followed by one of the largest Old Home Days parade in recent memory. The activities continued at Memorial Field, including rides, entertainment, flea market, Bean Hole Supper, and the addition of a Country Auction. The return of the Cow Chip Derby was also a huge success. The activities culminated with a spectacular display of fireworks at Memorial Field.

Last year the Old Home Day Committee expressed its concern over membership on the committee and asked for both communities to step forward and offer assistance. I am pleased to report that this request was answered and several new members were added to the committee. With this influx of new membership and the continued efforts of the seasoned veteran members of the committee, several new and exciting ideas have been introduced.

I would again this year ask that anyone who may be interested in joining the Old Home Day Committee, who may be interested in volunteering for a few hours to assist with tasks associated with Old Home Day contact me anytime at 485-8843.

I would like to thank everyone for their continued support, and especially all of the past and present members of the Pembroke and Allentown Old Home Day Committee for their tireless dedication to this event. Without those members that serve year after year, this event would not continue to take place.

Respectfully Submitted,
David A. Sheldon Jr.
Chairperson

Committee Members

David Sheldon, Chairperson
Steve Fowler, Co-Chairperson
Claudette Bellerose, Craft & Flea Market
Lisa Desrochers, Program
Pat Fowler, Parade
Maurice Regan, Public Safety
Celeste Borgman, Pembroke Rep.
Marilyn Duffy, Fund Development
Tom Colburn, Publicity

Ron Lafond, Treasurer
Jennifer Raiche, Secretary
Sue Young, Program
Janet Silva, Parade
Keith Raiche, Photographer
Michelle Rollo, Youth
Jane Gendron, Allentown Rep.
George Brently, Concessions
Bruce Kudrick, Fireworks

**PEMBROKE AND ALLENSTOWN OLD HOME DAY
1997 TREASURER'S REPORT**

INCOME:

BUSINESS DONATIONS	\$4,405.00
TOWN OF PEMBROKE	1,500.00
TOWN OF ALLENSTOWN	1,500.00
CONCESSIONS	965.00
CRAFTS (40 SPACES @ \$15)	495.00
RAFFLE SALES	722.00
NON-PROFIT DONATIONS	660.00
OLD HOME DAY TICKET SALES - RIDES	1,912.00
INTEREST FOR 1997	52.00
AUCTION	897.00
MISCELLANEOUS	148.00

TOTAL 1997 INCOME:

13,256.00

EXPENSES:

FI REWORKS	3,000.00
PARADE	2,855.00
PROGRAM	1,977.00
OTHER ENTERTAINMENT	2,784.00
INSURANCE	714.00
PARKING	10.00
SANITATION RENTALS	315.00
POSTAGE	263.00
PAGEANT	152.00
PONY RIDES	783.00
ADVERTISING	240.00
MISCELLANEOUS	897.00

TOTAL 1997 EXPENSES:

13,990.00

NET INCOME FOR 1997:

(734.00)

CENTRAL NEW HAMPSHIRE REGIONAL PLANNING COMMISSION

The Central New Hampshire Regional Planning Commission (CNHRPC) is a voluntary association of 20 towns in Merrimack and Hillsborough Counties and the City of Concord. The Town of Pembroke is a member in good standing of the Commission.

Our mission is to improve through education, training, and planning assistance, the ability of the municipalities of the region to prepare and implement municipal plans; to prepare a plan for effective and appropriate development and utilization of the resources of the region; and to assist municipalities in carrying out the regional plan.

The Commission provides a variety of planning services including telephone consultations on planning issues, planning research, sample ordinances, regulations, and planning documents, models, data and access to data sources, grant information, review and comment on planning documents, development review, and educational programs. Membership also entitles a community to affordable master planning assistance, GIS mapping, and grant preparation. During 1997, our services in Pembroke included:

Providing publishable data via e-mail.

During 1997, the Regional Planning Commission:

- ◆ Assisted community representatives with implementing management plans for the Contoocook and Merrimack Rivers
- ◆ Presented and sponsored educational programs on economic development
- ◆ Hired, oriented, and held a reception to introduce the new Executive Director, Leigh Komornick
- ◆ Distributed informational news briefs and announcements on current planning topics
- ◆ Relocated its offices from the Merrimack County Nursing Home to the Summer Street School in Penacook
- ◆ Distributed the zoning amendment calendar to assist towns with the amendment process;
- ◆ Conducted about 100 traffic counts on state and local highways
- ◆ Created a new informational brochure about CNHRPC and its services
- ◆ Enhanced its Geographic Information System program to better serve the needs of member towns.

For additional information, please contact your town representative to the Commission, Cynthia Lewis or George Fryer, or CNHRPC staff.

Address	12 Cross Street Penacook, NH 03303
Telephone	(603) 753-9374
Fax	(603) 753-9387
E-Mail	cnhrpc@kear.tdsnet.com

TRI-TOWN VOLUNTEER EMERGENCY AMBULANCE SERVICE, INC.

Emergency Telephone Number - 911

Dear Pembroke Residents:

1997 proved to be an extremely busy year again for Tri-Town Ambulance. TriTown had its 25th anniversary celebration at Memorial Field this summer with a huge turnout. We would like to thank all who joined us. There was a very special feeling of support felt with such a large turnout.

In 1997, we answered a record 1333 calls for emergency medical service, of which 234 were in the Town of Pembroke. This past year, with our Cost Recovery Project in place, we were able to update our medical equipment, implement 24-hr. paramedic coverage and purchase a brand new ambulance for a cost of \$118,000 to TriTown Ambulance. We also have in place a program for our Volunteers of the service to pay for their emergency courses\training to provide even higher medical care if the need arises.

We have completed a long awaited transition to 24-hr paramedic coverage. This in itself is a very big asset to the towns we serve. With this program in place and the increase in training the volunteers are receiving, along with the "state of the art" medical equipment, and a new ambulance all equates to a high level of care available to our community. Tri-Town has "held the line", as in the past several years, in the amount of tax subsidy required from the towns we serve. Tri-Town, with continued support from our community, will continue to offer the most cost-effective service available.

As you may already know, Tri-Town Ambulance has a dedicated group of volunteers and employed members that who continue to strive to provide the best emergency medical care to our patients. With the continued support of the residents, businesses and civic groups, Tri-Town Volunteer Ambulance shall continue to be one of the leading providers of emergency medical care in the State of New Hampshire.

We would like to thank the Pembroke Selectmen for their participation on our Executive Board, the Pembroke Fire & Police Departments for their help and assistance "in the time of need", and all of the residents who sent in letters and donations. As we celebrated our 25th anniversary, Tri-Town Ambulance is living proof that community support does make a difference. Again thank you for 25 years and the next 25 will be even better! !!

Sincerely,

The Tri-Town Volunteers

**COMMUNITY ACTION PROGRAM
BELKNAP-MERRIMACK COUNTIES, INC.**

1998 SUNCOOK AREA CENTER PROJECTED OPERATING BUDGET

PERSONNEL:

Area Center Director	\$19,370.00	
Outreach Worker	16,462.00	
Payroll Taxes/Fringe Benefits	13,444.00	
		\$49,276.00

OTHER COSTS:

Program Travel 10,000 miles x .29	2,900.00	
Volunteer Expenses	130.00	
Rent	4,860.00	
Electricity	1,030.00	
Telephone	2,800.00	
Postage	310.00	
Office/Copier Supplies	1,530.00	
Advertising	100.00	
Staff Development/Training	500.00	
Publications	135.00	
Liability & Fire Insurance	411.00	
		\$14,706.00

TOTAL BUDGET: **\$63,982.00**

Federal Share: 35% - \$22,153.00

All Town Share: 65% - \$41,829.00

Total: 100% 100% - \$63,982.00

BELKNAP-MERRIMACK COMMUNITY ACTION PROGRAM SUNCOOK AREA CENTER REPORT

SERVICES PROVIDED

COMMODITY SUPPLEMENTAL FOOD PROGRAM is a nutrition program that offers participants free nutritious foods to supplement their daily diet. The program serves children under six years of age, women during pregnancy and up to 12 months after the birth of their baby, and low income elderly. Food is distributed from our Concord warehouse. Value \$22.21 per unit. *(An individual may not be enrolled in both the WIC Program and CSFP, but a family may have members on both programs.)

UNITS OF SERVICE	HOUSEHOLDS/PERSONS	TOTAL VALUE
Packages - 413	Persons - 35	\$9,172.73

CONGREGATE MEALS - All senior citizens are welcome to our congregate meal sites for nutritious hot meals, social/recreational activities and special events. Value \$5.99 per meal.

Meals - 421	Persons - 22	\$2,521.79
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EMERGENCY FOOD PANTRIES provide up to three days of food for people facing temporary food crisis. Value \$3.00 per meal.

Meals - 9,870	Persons - 470	\$29,610.00
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FUEL ASSISTANCE is available to income eligible households to help with energy costs during the prime heating season. Priority is given to the elderly and disabled. The average benefit for the 96-97 program was \$401.00.

Applicants - 108	Individuals - 273	\$40,694.48
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MEALS-ON-WHEELS provides the delivery of nutritionally balanced hot meals to homebound elderly or adult residents five days per week. Value \$6.30 per meal.

Meals - 7278	People - 42	\$45,851.40
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SENIOR COMPANION PROGRAM provides friendly visiting and respite services for homebound elderly. Income eligible seniors (60+) serve as companions. Value to companions includes mileage, and weekly stipend (\$4.56 per unit). Value to visitees is comparable to similar private sector services (\$4.56 per unit/hour).

Visitee - 10	Hours- 1338	\$6,101.28
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WEATHERIZATION improves the energy efficiency of income eligible households. Supplemental program also includes furnace replacement, water heater replacement and roof repair. Value includes average material and labor costs of \$1,203.60.

Homes - 1	Persons - 2	\$1,488.80
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WOMEN, INFANTS AND CHILDREN provides specific food to supplement daily diet of pregnant or nursing women as well as children under five. Participants receive medical/ nutritional screening, counseling and education. Value includes cost of vouchers and clinical services at \$38.50 per unit.

Vouchers - 1316	Persons - 110	\$50,666.00
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FAMILY PLANNING provides confidential, comprehensive gynecological care, including complete medical examinations, breast exams, Pap smears, pregnancy testing, birth control and counseling. Value \$60.00 per unit.

Visits - 2	Persons - 1	\$109.80
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NEIGHBOR HELPING NEIGHBOR FUND provides emergency energy assistance up to \$250 for those not eligible for fuel assistance.

Grants - 12	Persons - 33	\$1,746.85
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USDA COMMODITY SURPLUS FOODS are now distributed directly to local food pantries and soup kitchens on a quarterly basis. These pantries and soup kitchens service all in need, not just town residents. Values are:

	UNITS OF SERVICE	TOTAL VALUE
Com \$8.64 per case	5	\$43.20
Orange Juice \$ 11.64	4	\$46.56
Apple Juice \$11.82	4	\$47.28
Applesauce \$9.53	5	\$47.65
Fruit Cocktail \$14.64	3	\$43.92
Peanut Butter \$38.03	7	\$266.21
Green Beans \$7.22	2	\$14.44
Tomato Sauce \$5.90	5	\$29.50
Spaghetti \$7.90	3	\$23.70
Macaroni \$7.75	5	\$38.75
Tomatoes \$7.46	6	\$44.76
Creamed Corn \$8.61	6	\$51.66
Rice \$11.69	4	\$46.76
Pineapple \$17.13	5	\$85.65
Figs \$17.12	7	\$119.84
Corn Cereal \$15.96	4	\$63.84
Pinto Beans \$8.10	5	\$40.50
Vegetarian Beans \$6.68	5	\$33.40
Cherries \$9.09	2	\$18.18
Fig Nuggets \$19.14	2	\$38.28
Prunes \$22.80	3	\$68.40
Salmon \$27.24	6	\$163.44
Dehy Potatoes \$11.42	3	\$34.26

GRAND TOTAL	\$189,373.31
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INFORMATION AND REFERRAL - CAP provides utility, landlord/tenant, legal and health counseling as well as referrals for housing, transportation and other life concerns. These support/advocacy services are not tracked.

CONCORD REGIONAL VISITING NURSE ASSOCIATION REPORT OF THE TOWN OF PEMBROKE

The Concord Regional Visiting Nurse Association continues to offer three major health services to the residents of Pembroke: Home Care, Hospice and Community Health Services.

Home Care services respond to the health care needs of those patients with acute or chronic illnesses that require skilled professional and para-professional care so they may return to or remain in their homes. Emphasis is on promoting independence and maximum functioning of the patient within the least restrictive setting.

Hospice services provide professional and para-professional services to the terminally ill patient with a limited life expectancy. The goal is to enhance the quality of the patient's remaining life by helping him/her remain at home in comfort and dignity. Emphasis is on pain and symptom management and skilled intervention to meet the patient's special physical, emotional and spiritual needs.

In April of 1994 Hospice expanded its services to provide residential care with the opening of New Hampshire's first Hospice House. To date, this house has provided a home to approximately 248 terminally ill residents.

Community Health services include health education, health maintenance and preventive health services. The program includes preventive care, adult and senior health, child health, Baby's First Homecoming, immunizations for all ages, school linked clinics, parent education and support, health education, nutritional counseling.

Community Health includes health promotion services which focus on the low and marginal income families and individuals to prevent illness by professional assessment and screening for health risks and needs, by early intervention to prevent, eliminate, or minimize the impact of illness and/or disability, and by anticipatory guidance and health teaching. Emphasis is on promoting healthy children, families and individuals through early intervention and health teaching. Services rendered in the clinic setting are: child health, adult screening, and immunizations. Home visits are made in crisis situations or when needed health care cannot be given in the clinic. Senior health services are provided at congregate housing sites.

Professional and para-professional hourly home services are provided on a private fee-for-service basis. Health education and instruction are part of each home visit or clinic visit.

Anyone in Pembroke may request service, patient, doctor, health facility, pastor, friend or neighbor. All requests are answered, but continuing home care will only be provided with a physician's order.

A call to Concord Regional Visiting Nurse Association (224-4093) is all that is necessary to start services or make inquiries. The CRVNA office is open Monday through Friday from 7:30am to 5:00pm. A nurse is on call for hospice and home care patients (224-4093) 4:30pm - 7:30am daily.

Federal regulations specify a charge is applicable to all visits. Fees are scaled for the individual without health insurance and/or who is unable to pay the full charge. However, to fee scale, federal regulations require a financial statement be completed by the patient or responsible person. Town monies subsidize those visits that are scaled or where no fee is collectible.

This agency is certified as a Medicare/Medicaid Provider, licensed by the State of New Hampshire, accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and is a member agency of the United Way of Merrimack County.

Total visits made during October 1, 1996 through September 30, 1997:

	No of Clients	Visits
Home Care/Hospice	130	4,257
Community Health Services	264	501
Total	394	4,758

12	Health Education Sessions
5	Senior Health Clinics
2	Immunization Clinics
1	Flu Clinic
4	Adult Bereavement Support Groups
2	Children Bereavement Support Groups
2	Hospice Volunteer Training Groups
17	Bereavement Sessions

PEMBROKE SCHOOL DISTRICT

Moderator
THOMAS E. PETIT

District Clerk
CYNTHIA MENARD

Treasurer
PEGGY A. TOPLIFF

School Board

GERARD FLEURY	Term Expires 1998
INGRID LEMAIRE	Term Expires 1998
THERESE McCARTHY	Term Expires 1999
CLINTON HANSON	Term Expires 1999
RON CLOUSER	Term Expires 2000

Auditor
BRENT W. WASHBURN, C.P.A.

Superintendent of Schools
THOMAS HALEY

Asst. Superintendent of Schools
DAVID DZIURA

Business Administrator
E. GENE COTE

**PEMBROKE SCHOOL DISTRICT MEETING
PEMBROKE ACADEMY AUDITORIUM**

Saturday, March 8, 1997

ABSTRACT OF MINUTES

The meeting was called to order at 10:30 A.M. by Moderator Thomas Petit. Moderator Petit introduced the school officials, school board members, and the members of the budget committee. Supervisor's of the checklist present were Roland Young, Celeste Borgman, and Barbara Payne with Bonnie Clark and Bob Payne assisting. Registered voters were to check in at the door and receive a red registered voter card to be used when voting during this meeting. The reading of the warrant was the first order of business.

Article 1: TO HEAR THE REPORTS OF AGENTS, AUDITORS, COMMITTEES, OR OFFICERS CHOSEN, AND TO PASS ANY VOTE RELATING THERETO.

Cindy Lewis, Member of the Architectural Team presented an overview of the existing Pembroke Academy facility study. The report provided those present with a space use study, building analysis through the Americans with Disabilities Act, life safety, and program analysis to bring the facility up to code. Reports are available at the SAU office.

Motion to accept the report by Clint Hanson. Seconded by Gerry Fleury.

Article 1 was adopted by a card showing vote.

Article 2: TO SEE IF THE DISTRICT WILL VOTE TO AUTHORIZE THE SCHOOL BOARD TO ACCEPT GIFTS AND DONATIONS FROM ANY SOURCE ON BEHALF OF THE SCHOOL DISTRICT.

Clint Hanson made the motion to accept this article. Gerry Fleury seconded this motion.

Article 2 was adopted by a card showing vote.

Article 3: TO SEE IF THE DISTRICT WILL VOTE TO EXTEND THE F.I.C.A. EXCLUSION LIMIT, IN ACCORDANCE WITH THE SOCIAL SECURITY INDEPENDENCE AND PROGRAM ACT OF 1994, TO EXEMPT SCHOOL DISTRICT ELECTION WORKERS EARNING LESS THAN \$1,000 ANNUALLY FROM F.I.C.A. WITHHOLDING OBLIGATIONS.

Motion to accept by Clint Hanson. Seconded by Gerry Fleury.

Article 4: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF \$8,000 FOR THE PURPOSE OF CONDUCTING ADDITIONAL ARCHITECTURAL AND ENGINEERING STUDIES AT PEMBROKE ACADEMY AS A CONTINUATION OF THE STUDY AUTHORIZED FOR 1996/97. THESE STUDIES WERE RECOMMENDED IN THE REPORT OF THE A.R.E.A. SPACE NEEDS COMMITTEE, A GROUP OF CITIZENS REPRESENTING ALL A.R.E.A. MEMBER COMMUNITIES. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Clint Hanson moved to accept this article. Gerry Fleury seconded.

Henry Monroe presented a written Amendment: To include a summary of the 1997 Space Needs committee report in the 1998 Town Report. Keith Momberger seconded.

Clint Hanson spoke to the Amendment with regards to deadlines to be met.

Article 4 as amended was adopted by a card showing vote.

Article 5: BY PETITION, TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF \$5,644.00 FOR THE PURPOSE OF FINANCING COMPUTER SOFTWARE AND MINOR COMPONENTS RELATED TO COMPUTERS BEING REFURBISHED AND REPAIRED FOR USE BY THE SCHOOL DISTRICT. THERE ARE AT PRESENT, TWENTY COMPUTERS READY TO BE DELIVERED TO THE SCHOOL DISTRICT, TWELVE OF WHICH ARE SCHEDULED TO BE DELIVERED TO THE ARCHITECTURAL (DRAFTING) DEPARTMENT AT PEMBROKE ACADEMY. THERE ARE APPROXIMATELY EIGHTY COMPUTERS IN VARIOUS STAGES OF REPAIR AND OR USEABLE CONDITION. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Motion to accept was made by Gerry Fleury. Seconded by Clint Hanson.

Charles Hamilton representing the Friends of Pembroke spoke to the article, stating the numbers were twenty-two computers up and running, ready to be delivered with an inventory of approximately one-hundred and fifty. Mr. Hamilton provided a software/ components analysis expenditure of the total and stated the money is needed to keep the program alive and well.

Article 5 was adopted by a card showing vote.

Article 6: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF \$49,337 FOR THE PURPOSE OF SUPPORTING TECHNOLOGY IMPROVEMENTS IN THE SCHOOL DISTRICT. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE DOES NOT RECOMMEND APPROVAL.)

Motion to accept was made by Clint Hanson. Seconded by Gerry Fleury.

Doc Carroll asked for a clarification of technology improvements verses major equipment. Gerry Fleury stated major equipment includes items such as pick-up trucks and mowers and does not include computers. Therese McCarthy, member of the school board gave an explanation of the article, stating the equipment is for Pembroke Academy, 40% of this cost will effect taxes and gave an overview of the study with regards to results, ability to the internet, software systems, repair and replacement line, printers, projected use, training, support contracts and \$3,600 is slated for the administration side. Keith Momberger spoke against the article and recommended the support be put behind the Friends of Pembroke. Ms. McCarthy agreed with the service of equipment the Friends of Pembroke are providing and explained that this article was for the infrastructure, additional to what they have. Ms. McCarthy explained the purpose of infrastructure was something we can grow with and keep the utilization of this equipment that is donated going, however having the equipment in slotted classrooms where only that class can touch that piece of information and the fact that you have to buy software for every single machine where in this environment you can share, its well worth the investment.

Kathy Roche, an aide at Pembroke Academy spoke in favor of the article and stated that currently out of six computers now only one can be connected to the printer at a time. Linda Johanson asked why the budget committee did not recommend approval. David Freeman-Wolpert, Chair of the Budget Committee stated that the budget committee was not against the proposal or what it was to be used for, the budget committee felt it was needed but also felt they needed to give the school board the latitude to figure out if there are going to be cuts to cut it from wherever they need to and give the school board the flexibility to cut it if they needed to. Clint Hanson pointed out that the amount on the warrant article was not to exceed \$49,337 and if the material could be purchased for less money he would be first in line to make sure that was done. The items on the list are in support of what they are trying to accomplish to work with the Friends of Pembroke not against them.

Roy Annis made a motion to move the question. Seconded by Keith Momberger.

Motion to move the question passed.

Moderator Petit asked for a show of voter cards for and against Article 6, the vote being to close to call Moderator Petit asked the voters to go to a ballot vote on Article 6. The voters were in agreement, Moderator Petit gave instructions for the ballot voting.

Five hundred and twenty ballots were cast. The results were: two hundred and ninety-two (292) NO votes and two hundred and twenty-one (221) YES votes and seven (7) blanks.

Article 6 failed by a ballot vote.

Supervisors and tellers to count were: Roland Young, Celeste Borgman, Barbara Payne, Regina Baxter, Jackie Thompson, Anne Davey, Denise Schmidt, Susanne Whitbeck, There LePage, Maurice Regan, Nancy Clifford, Paul Hanson, Gilbert Delorie, David Richards, Robert Farley and Michael Natalizio.

At this time Clint Hanson made a presentation. He called Ryland Weisiger, a retiring member of the Pembroke School Board to the podium. Mr. Hanson, the School Board and community recognized Ryland with a plaque for his many years of service to the community. Ryland thanked everyone and stated "Education is the most important thing you can give to your children, your grandchildren, and your neighbors' children for the 21st century. It is extremely important to be successful and to support us in the future."

Article 7: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF UP TO \$30,000, FROM SURPLUS, TO BE ADDED TO THE SCHOOL BUILDING CAPITAL RESERVE FUND PREVIOUSLY ESTABLISHED, AND TO AUTHORIZE THE USE/TRANSFER OF UP TO \$30,000, FROM THE JUNE 30, 1997 FUND BALANCE FOR THIS PURPOSE. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Clint Hanson moved to accept this article. Gerry Fleury seconded.

Article 7 was adopted by a card showing vote.

Article 8: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF UP TO \$30,000, FROM SURPLUS, TO BE ADDED TO THE MAJOR EQUIPMENT TRUST FUND PREVIOUSLY ESTABLISHED, AND TO AUTHORIZE THE USE/TRANSFER OF UP TO \$30,000 FROM THE JUNE 30, 1997 FUND BALANCE FOR THIS PURPOSE. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Motion to accept made by Clint Hanson. Seconded by Gerry Fleury.

Article 8 adopted by a card showing vote.

Article 9: TO SEE IF THE DISTRICT WILL VOTE TO RAISE AND APPROPRIATE THE SUM OF UP TO \$30,000, FROM SURPLUS, TO BE ADDED TO THE SPECIAL EDUCATION TRUST FUND PREVIOUSLY ESTABLISHED, AND TO AUTHORIZE THE USE/TRANSFER OF UP TO \$30,000 FROM THE JUNE 30, 1997 FUND BALANCE FOR THIS PURPOSE. (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Clint Hanson moved to accept this article. Gerry Fleury seconded.

Doc Carroll asked how much money do we want to have in that fund? Gerry Fleury responded, there is no predetermined number as to how much should be in there, the school board would like to see a sizable amount of money because a single special education placement which is not budgeted can easily run \$20,000 and they have had single items that can run \$100,000.

Article 9 was adopted by a card showing vote.

Article 10: TO SEE IF THE DISTRICT WILL VOTE TO AUTHORIZE THE WITHDRAWAL OF \$35,475 FROM THE SCHOOL BUILDING CAPITAL RESERVE FUND FOR THE PURPOSE OF ROOF REPAIR (P.A. AND VILLAGE) AND FIELD IMPROVEMENTS (T.R.S.). (SCHOOL BOARD RECOMMENDS APPROVAL. BUDGET COMMITTEE RECOMMENDS APPROVAL.)

Mr. Lewis moved to accept this article. Clint Hanson seconded.

Article 10 was adopted by a card showing vote.

Article 11: TO SEE WHAT SUM OF MONEY THE DISTRICT WILL RAISE AND APPROPRIATE FOR THE SUPPORT OF SCHOOLS, FOR THE PAYMENT OF SALARIES AND BENEFITS FOR SCHOOL DISTRICT OFFICIALS AND AGENTS AND FOR THE PAYMENT OF STATUTORY OBLIGATIONS OF THE DISTRICT.

Motion to accept by David Freeman-Wolpert. Seconded by Jim VanNest.

Moderator Petit handed the meeting over to David Freeman-Wolpert Chairperson of the Budget Committee who was asked to present the budget for Article 11. Mr. Wolpert instructed the voters to turn to the blue section of the 1996 Annual Town Report and explained that the Budget Committee had approved \$11,087,152.

After a lengthy discussion from the floor, amendments and many comments both in opposition and support of the proposed amount the voters of the town of Pembroke by a card showing vote were in favor of going to a ballot vote for the proposed amount of \$11,087,152. Moderator Petit then gave instructions to the voters for the ballot vote. Registered voters with a voter card received a ballot.

Moderator Petit read Article 11 as follows:

THAT THE DISTRICT WILL RAISE AND APPROPRIATE THE SUM OF \$11,087,152 FOR THE SUPPORT OF SCHOOLS, FOR THE PAYMENT OF SALARIES AND BENEFITS FOR SCHOOL DISTRICT OFFICIALS AND AGENTS AND FOR THE PAYMENT OF STATUTORY OBLIGATIONS OF THE DISTRICT.

Four hundred and ninety-six ballots were cast. The results were: three hundred and fifty-four (354) YES votes and one hundred and thirty-six (136) NO votes and six (6) blanks.

The Supervisors and tellers to count as mentioned in Article 6.

Article 11 sum or \$11,087,152 was adopted by a ballot vote.

Article 12: TO CHOOSE AGENTS AND COMMITTEES IN RELATION TO ANY SUBJECTS EMBRACED IN THE DISTRICT.

This article was passed over as there was not action needed.

Article 13: TO TRANSACT ANY OTHER BUSINESS THAT MAY LEGALLY COME BEFORE SAID MEETING.

Moderator Petit thanked everyone and announced the Annual Town and School District Election would be on Tuesday, March 11, 1997 from 11:00 A.M. to 7:00 P.M.

Richard Kelsea asked if the Pembroke A.R.E.A. sending school districts had concern for quality and could the options of cost be considered by the A.R.E.A. School Boards in the future.

Roy Annis extended those comments made by the School Board expressing deep appreciation for the service of Ryland Weisiger.

The Pembroke School District Meeting was adjourned at 1:25 P.M. Motion made by Roy Annis and seconded by Charles Hamilton.

Respectfully submitted by,
Cynthia E. Menard
School District Clerk

PEMBROKE SCHOOL DISTRICT
MARCH 11, 1997

The Pembroke School District meeting of Tuesday, March 11, 1997 was called to order by Moderator Thomas Petit at 11:00 A.M. at the Pembroke Village School on High Street. The Moderator read the warrant and asked for a motion. Charlie Mitchell read the motion to open the polls and Ted Martel seconded. The polls were declared open until 7:00 P.M. for the purpose of electing one school board member and school district officers. The checklist was used with the following checklist supervisors: Roland Young, Barbara Payne and Celeste Borgman. Assistants attending the checklist were: Florence Woods, Therese Cournoyer, Charlie Mitchell, Reed Parmenter, Bonnie Clark, Doc Carroll, MaryLou Taylor, Daryl Borgman, Paula Kudrick, and Larry Woods.

1. TO CHOOSE A MODERATOR FOR THE ENSUING YEAR

Thomas E. Petit - 776 (elected)

2. TO CHOOSE A CLERK FOR THE ENSUING YEAR

Cynthia E. Menard - 737 (elected)

3. TO CHOOSE A TREASURER FOR THE ENSUING YEAR

Peggy Topliff - 733 (elected)

4. TO CHOOSE ONE MEMBER OF THE SCHOOL BOARD FOR THE ENSUING THREE YEARS

Ronald Clouser - 407 (elected)

Dean J. Delahaye - 95

Marjorie R. VanErmen - 309

The polls were closed at 7:00 P.M. with 842 regular ballots cast and 27 absentee ballots cast. Tellers to count were: Doc Carroll, MaryLou Taylor, Larry Woods, Roland Young, Bonnie Clark, Paula Kudrick, Therese Cournoyer, Daryl Borgman, Celeste Borgman, Barbara Payne, Tom Martel, Florence Woods and Charlie Mitchell.

Respectfully submitted by,
Cynthia E. Menard
School District Clerk

FINANCIAL REPORT

INSTRUCTION

Regular Education Programs	\$3,476,177.99	
Special Education Programs	1,329,334.40	
Vocational Education Programs	487,794.62	
Other Instructional Programs	126,926.58	
		\$5,420,233.59

PUPILS

Guidance	363,701.96	
Health	106,101.40	
		469,803.36

INSTRUCTIONAL

Improvement of Instruction	33,885.02	
Educational Media	213,031.26	
Other Instructional Staff	10,359.00	
		257,275.28

GENERAL ADMINISTRATION

School Board	33,261.63	
Office of the Superintendent	234,636.00	
School Administration	479,021.82	
		746,919.45

BUSINESS

Operation & Maintenance of Plant	838,770.96	
Pupil Transportation	270,129.00	
Other Supporting Services	1,439,872.69	
		2,548,772.65

GENERAL FUND

Facilities Acquisition & Construction	29,720.00	
		29,720.00

OTHER OUTLAYS

Debt Service	609,035.49	
		609,035.49

FUND TRANSFERS

Transfer to Food Service Fund	96,521.42	
Transfer to Capital Reserve Fund	54,279.43	
		150,800.85

SPECIAL REVENUE FUNDS-INSTRUCTIONAL

Regular Education Programs	10,072.59	
Other Instructional Programs	87,674.80	
		97,747.39

SPECIAL REVENUE FUNDS-PUPIL SUPPORT SERVICES

Guidance	3,050.00	
		3,050.00

SPECIAL REVENUE FUNDS-INSTRUCTIONAL

Improvement of Instruction	5,681.45	
Educational Media	185.00	
		5,866.45

SPECIAL REVENUE FUNDS-BUSINESS

Other Supporting Services	2,410.70	
		2,410.70

FOOD SERVICE FUND

Food Service	416,487.52	
		416,487.52

CAPITOL RESERVE FUND

Transfers to General Fund	17,545.00	
		17,545.00

TOTAL EXPENDITURES

\$10,775,667.73

STATEMENT OF REVENUES

For the Year June 30, 1997

FUND EQUITY-July 1, 1996		\$145,089.74
REVENUES FROM LOCAL SOURCES		
Current Appropriation	5,888,033.00	
		5,888,033.00
TUITION		
Pupils, Parents & Others	2,778,314.59	
		2778314.59
SPECIAL EDUCATION TUITION		
Other LEA's Within New Hampshire	213,691.29	
		213691.29
TRANSPORTAION FEES-REGULAR DAY SCHOOL		
Pupil, Parents & Other	2,655.00	
		2655
TRANSPORTATION FEES-SPECIAL EDUCATION		
Pupils, Parents & Other	387,873.00	
		3878.73
OTHER LOCAL REVENUES		
Earnings on Investments	5,361.32	
Food Service	224,474.78	
Pupil Activities	3,266.48	
Rentals	26,962.61	
LEAS within New Hampshire	11,243.88	
Other Local Revenue	36,183.57	
		307492.64
REVENUE FROM STATE SOURCES-Unrestricted Grants-In-Aid		
Foundation Aid	1,290,335.59	
Other	22,826.74	
		1,313,162.33

Restricted Grants-In-Aid

School Building Aid	107,013.90
Vocational Transportation	15,120.00
Catastrophic Aid	17,334.36
Child Nutrition	7,017.00
Other	36,000.00

182,485.26

REVENUE FROM FEDERAL SOURCES

Elementary/Secondary - Chapter 2	7,688.84
Child Nutrition Programs	97,777.00
Other Elem/Sec Programs	101,385.70

206,851.54

FUND TRANSFERS

Transfer From General Fund	150,800.85
Transfer From Capital Reserve Fund	17,545.00

168,345.85

TOTAL REVENUES

\$11,064,910.23

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INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL
STRUCTURE BASED ON AN AUDIT OF GENERAL PURPOSE
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH GOVERNMENT AUDITING STANDARDS

The School Board
Pembroke School District
Pembroke, New Hampshire 03275

I have audited the general purpose financial statements of the Pembroke School District as of and for the year ended June 30, 1997, and have issued my report thereon dated December 18, 1997. I conducted my audit in accordance with generally accepted auditing standards and Government Auditing Standards, issued by the Comptroller General of the United States. The attached Appendix is an integral part of this report..

In planning and performing my audit, I obtained understanding of the Pembroke School District's internal control and assessed control risk in order to determine my auditing procedures for the purpose of expressing my opinion on the financial statements. I also tested the Pembroke School District's compliance with laws, regulations, and other provisions of contracts and grants that could have a direct and material effect on the financial statements.

I identified no material weakness in internal control and no instances of non-compliance that required to be reported herein under Government Auditing Standards. I noted certain control weaknesses and immaterial instances of non-compliance that I included in the attached Appendix. However, my consideration of the Pembroke School District's internal control and my testing of its compliance with laws, regulations, and provisions of contracts and grants were not designed to and did not provide sufficient evidence to express an opinion on such matters and would not necessarily disclose all matters that might be material weaknesses. Accordingly, I do not express an opinion on Pembroke School District's internal control or on its compliance with laws, regulations, and provisions of contracts and grants.

This report is intended for the information of the Audit Committee, management, and federal awarding agencies, pass through entities, and regulatory and legislative bodies.

I extend my thanks to the officials and employees of the Pembroke School District for their assistance during the course of my audit.

Appendix on Internal Controls

This is an Appendix to the December 18, 1997 Pembroke School District report on internal controls and compliance based on an audit performed in accordance with Government Auditing Standards. The following are items that came to my attention during the audit regarding the design and operations of internal controls and compliance with laws, regulations, and other provisions of contracts and grants:

1. Inventory of Fixed Assets

Criteria: Inventory of fixed assets represents a significant control tool in monitoring the School District assets and is essential to prepare reliable financial statements.

Condition: The School District does not have a schedule of assets controlled by the School District. Schedules of assets purchased by federal grants has been maintained.

Cause: The normal practice of governmental units in New Hampshire has been to expense the fixed asset as purchase, and not to maintain any detail schedule of assets in use.

Recommendation: The District cause an inventory of these assets as soon as practical. The existence of fixed asset records will not only aid district officials in their control of these assets, but should be an invaluable tool in long range planning. General accepted accounting principles require fixed asset reporting as part of the general purpose financial statements and the audit opinion is being qualified due to the omission of this schedule.

Management Response: The implementation of a fixed asset system was investigated and found to be very expensive (approximately \$40 per 1,000 sq. Ft. of floor space). We will continue to study the situation with the aim of finding a less expensive scheme.

2. Student Activities

Criteria: The activities in the student activity funds should be controlled in a manner sufficient to document the source of funds, appropriate the fund, approved for expenditure, etc.

Condition: The student activity funds are controlled at the discretion of the principal. There are no guidelines or procedures as to accounting for the funds or what transactions are appropriate to be included in the student activity funds.

Cause: The student activity funds have grown over the years in magnitude and complexity. The school districts have many other area of concerns then student activity funds have not received a lot of attention.

Recommendation: Policies and procedures be established for the student activity funds. Including a periodical review of the fund balance. The funds were generated by the students and should be used on behalf of the students rather than a reserve fund.

Management Response: We agree completely with this recommendation and we will have the policy and procedures completed before June 30, 1998.

3. Unsecured Cash

Criteria: The internal control procedures are designed to safeguard the assets of the School District.

Condition: The bank balance as per the bank statements at times was over the amount insured by federal bank deposit insurance. At one point during the year the balance reached \$708,895.

Cause: The need for manageable request from the town for the money appropriated results in large deposits.

Recommendation: The cash flow be analyzed to insure that the cash balance is maintained at its lowest possible amount. The School Board should negotiate an arrangement with the banking institution, thereby the amount above the insurance would be collateralized with bank assets. The vendor and payroll activities be separated into two different banks.
Management Response: The Pembroke School District has recently established an account with PDIP (Public Deposit Insurance Pool) in which all the funds are secured.

4. Unrecorded Grant

Criteria: Federal grants require separate accounting and reporting of each grant.

Condition: The New Hampshire State Council on the Arts - Artist in Residence grant of \$835 includes federal money within federal catalogue #45.025. The grant activity was incorrectly included as part of the student activity funds.

Cause: The person receiving the funds did not know of the record keeping requirements associated with federal funds.

Questioned Costs: The entire grant amount received.

Recommendation: Staff members be instructed as to special requirements associates with federal money, and the federal bookkeeper be informed of all grant applications.

Management Response: We agree with the recommendation and will comply immediately.

Brent W. Washburn
December 18, 1997

**PEMBROKE SCHOOL DISTRICT
BOND PAYMENT SCHEDULE**

		Principal	Interest
Issue #1	Original February, 1985 Hill School Addition	(\$1,845,000)	
	Refunding February, 1987	(\$1,750,000)	
	1997/98	90,000	63,300
	1998/99	90,000	54,585
	1999/00	90,000	47,052
	2000/01	90,000	38,962
	2001/02	90,000	30,369
	2002/03	90,000	22,067
	2003/04	90,000	13,813
	2004/05	90,000	5,586
 Issue #2	 July, 1991 Upper Elementary School	 (\$3,950,000)	
	1997/98	265,000	165,653
	1998/99	265,000	148,428
	1999/00	265,000	131,202
	2000/01	265,000	113,977
	2001/02	265,000	96,752
	2002/03	260,000	79,560
	2003/04	260,000	62,270
	2004/05	260,000	44,720
	2005/06	260,000	26,910
	2006/07 (Final)	260,000	8,970

STATISTICAL REPORT FOR PEMBROKE

	<u>1996/97</u>		
	<u>Elementary</u>	<u>Secondary</u>	<u>Total</u>
Half Days in Session	360	360	
Enrollment	966	941	1907
Percent of Attendance	95.9	91.8	93.8
Average Daily Attendance	834.3	810.8	1645.1

SUPERINTENDENT'S SALARY

	<u>1996-97</u>
Allenstown	\$10,859
Chichester	6,656
Deerfield	12,331
Epsom	12,051
Pembroke	<u>28,166</u>
	\$70,063

ASSISTANT SUPERINTENDENT'S SALARY 1996-97

Allenstown	\$8,850
Chichester	5,424
Deerfield	10,049
Epsom	9,821
Pembroke	<u>22,953</u>
	\$57,097

BUSINESS ADMINISTRATOR'S SALARY 1996-97

Allenstown	\$7,730
Chichester	4,738
Deerfield	8,777
Epsom	8,577
Pembroke	<u>20,047</u>
	\$49,869

REPORT OF SCHOOL DISTRICT TREASURER

For the Fiscal Year July 1, 1996 to June 30, 1997

CASH ON HAND JULY 1, 1996 (19,826.22)

Received from Selectmen	\$5,938,033.00	
Revenue from State Sources	1,734,335.34	
Received from Tuitions (includes transportation)	3,124,361.00	
Received from all Other Sources	<u>384,058.43</u>	
TOTAL RECEIPTS		\$11,180,787.77

Total Amount Available for Fiscal Year	11,160,961.55
Less School Board Orders Paid	<u>10,649,500.35</u>
BALANCE ON HAND JUNE 30, 1996	\$511,461.20

Peggy Topliff
District Treasurer

SUPERINTENDENT OF SCHOOLS REPORT

DECODING SPECIAL EDUCATION

Special education has been a topic of much attention in recent months among the media and governmental agencies. It has become a highly charged and sometimes emotional issue when school budgets are developed and considered by budget committees and taxpayers. The dollar amount is significant and frustration is evident as people are told "It's the law - we must fund these expenses." However, there is much more to special education than solely expenditures. It is important to closely monitor the costs of special education to seek savings whenever possible and to recognize why friction between regular and special education has developed, but also to understand its structure and some of the ways it benefits individuals and the community.

Special education became an integral part of the public school system when federal laws were passed about twenty years ago stating that all children were entitled to a free public education. Prior to that children with severe disabilities were generally kept at home or sent to institutions. Children with less severe problems may have been enrolled in public school but schools were not required to specifically adapt either programs or facilities to accommodate them. Under special education laws adopted at both federal and state levels, all children from ages 3 to 21 are now entitled to be appropriately educated at public expense in the least restrictive environment possible. Public schools are obliged to provide programs to meet children's various needs either locally or at an out-of-district placement. Any disability which interferes with a child's full participation in public education may fall under the umbrella of special education law. Included are physical, developmental, and emotional as well as cognitive (learning) disabilities. Nationally, about 14% of students are identified as educationally disabled. In Pembroke, this percentage is currently 18%.

Irreconcilable Differences, a recent article in the Journal of Law and Education by Bruce Meredith and Julie Underwood, both attorneys specializing in education law, outlines some key elements which separate special and regular education:

<u>SPECIAL EDUCATION</u>	<u>REGULAR EDUCATION</u>
Focus on individual goals and achievement. Programs and expected results are student specific.	Focus on group instruction. A standard curriculum and school-wide results are stressed.
Individual parents or student advocates have significant involvement in deciding the nature and extent of a child's educational program.	The community and its taxpayers decide what level of programming will be offered to the students attending a specific school.
The cost of the program is secondary to the needs of the student and the desired results. Cost cannot legally be a determining factor.	An expenditure level is determined and programming is structured to exist within the parameters established.
Accountability and specific services are mandated by federal/state law. Schools are obligated to comply under threat of court sanctions.	Accountability is local. There are few mandated standards or services and limited federal/state oversight.
Special needs standards encompass socio-economic and environmental factors. The necessity for differing rules and expectations often results.	Differing academic and behavioral standards appear unfair and inconsistent to the regular population. Classroom dynamics and atmosphere may be adversely affected.

Children can be referred for special education consideration by a family member, physician, the courts, school staff or anyone who has reason to believe an "educational disability" may exist. A team composed of school staff, parents or guardians, doctors, child advocates and other specialists is then assembled to decide what steps are appropriate. Various evaluations and assessments - educational, medical or psychological - may be required. If the child is found to have an educational disability, a specific plan called an Individual Educational Plan (I.E.P.) is developed by the team to meet the needs of the child. The school district is then obligated by law to follow this plan. Parents or other parties can appeal team decisions they do not agree with. Appeals may be directed either to the New Hampshire Department of Education to be settled through mediation or a formal "due process" procedure or to the courts. Current law allows non-school parties to collect attorney's fees from the district if they prevail. However, schools which prevail cannot seek similar compensation. Many schools spend a considerable amount of money resolving such cases, adding to the overall cost of special education services. Court-mandated services are usually unbudgeted and often expensive.

While we have had disagreements regarding placements or services for Pembroke children from time to time, for the most part we have been successful in working to offer or develop satisfactory and appropriate programs. Pembroke's special education costs are considerable, accounting for about 16% of the overall voted budget, but they are usually much more reasonable and controllable when students are educated in-district and enrolled in the regular classroom with supplementary support. This model frequently benefits all children as the additional support in a classroom allows everyone to receive more attention. Many strategies initially used in special education instruction represent good teaching for all students and are ultimately utilized within the general classroom setting.

One of the most important positive things to remember about special education is that it benefits Pembroke children - your neighbor, your niece, your own child or grandchild. A special need is a part of the child but it is not the whole child. The boy with the reading problem may be a talented woodworker or artist; the girl with a physical handicap may be gifted mathematically. Given the opportunity to receive an education these children have the chance to enhance their strengths as well as remediate their weaknesses. Their futures should not and, by law, cannot be limited by their disabilities. Among education institutions, public schools alone are obligated by law to meet the educational needs of every child. Special education, while often an imperfect and frustrating mandate, is a key component in meeting this responsibility and reaching our ultimate goal of helping students to become contributing community members.

Respectfully submitted,
Thomas Haley
Superintendent of Schools

PEMBROKE ACADEMY HEADMASTER'S REPORT

Let me begin by saying how pleased and privileged I feel to be serving as your Headmaster. Over the past two years we have begun to lay an excellent foundation for Pembroke Academy with many activities that strived to bring the school community together. Almost everyone who visits our school comments on how positive the overall school climate is and how safe they feel at our school.

Pembroke Academy was pleased to receive much positive press last year for the innovative and ongoing programs we offered the students and the community. They underscore the dedication of our staff, the commitment of so many community members, and the tireless efforts of a broad cross-section of individuals intent on making education a top priority at Pembroke Academy. Last year's theme was "*Seeking Connections: The Path to High Expectations.*" These headlines, which we share below, demonstrate how this theme was implemented during the year last year and how it has set a standard for many years to come.

- *Back to School!* (chronicling of Pembroke Academy's opening day including a surprise barbecue and the symbolic burning of "killer words")
- *N.H. Graduates Getting Skills They Need to Get Jobs* (described the Jobs for America's Graduates program and featured Pembroke Academy's successful program to enable students to prepare for and find jobs)
- *Spartans Spirit Catching On* (anticipation of a positive 1996 boys' soccer season, expressing a similar spirit in other articles for field hockey squad and girls' soccer team)
- *Volunteers Give Old Computers New Life* (volunteers working to restore 50 old donated computers)
- *Pembroke Area Schools Get a Boost* (an article focusing on the Pembroke Educational Endowment Fund which sponsored a gala event at the Capitol Center for the Arts in February to begin the process of providing supplemental monies for the Pembroke School District)
- *Business in Bloom at Academy* (a story about Pembroke Academy's opening of a flower shop, a successful business venture by the Horticulture II class. Students ran the program as a business including the selling of stocks)
- *Epsom: Pembroke Academy Gets Off to Great Start in 1996/97* (highlights of Headmaster John Graziano's presentation to the Epsom School Board on the positive start to the school year and plans for Pembroke Academy)
- *Top Pembroke Grads Chart Courses* (recognition of Pembroke Academy's top 10 students in the senior class)
- *State's Top Gymnasts Head to New Englands* (featured top gymnasts in the state including Pembroke's Carrie Fauteux)
- *This Year's Academy Graduates Enjoy Do-It-Yourself Ceremony* (commendation to seniors who impressively planned their own graduation ceremony)
- *Pembroke Scholars Get Awards* (highlights of Pembroke Academy's awards ceremony)
- *Pembroke Academy Students Received Many Awards on Class Day* (highlights of honors presented to Pembroke Academy students this spring)
- *Pembroke Academy Senior National Merit Scholarship Finalist* (recognition of Adam Sanborn's accomplishments as a National Merit Finalist, two other students - Marlena Smith and Nathaniel Smith - having been recognized earlier as semi-finalists)
- *Pembroke Academy Celebrates Graduation* (an article about the dignity and success of our graduation ceremony)
- *Are You Ready for Some Football?* (Community boosters donate new program at Pembroke Academy)

Under the leadership of long-time teacher Beth McFall, we were pleased to announce that, beginning in the fall of 1997, all Pembroke Academy students will be required to meet performance standards for graduation. In addition to our present graduation credit requirements, we hope this project will help to raise the academic standards for all Pembroke Academy students. Students will be required to complete a “menu” of performance-based activities. The goals of this project are as follows:

- To raise the level of expectation for all graduates;
- To enhance school/community relations by producing successful, independent learners and contributing community members;
- To encourage a focus on the curriculum and increase interdisciplinary efforts.

Beginning with the class of 1998, each graduating senior will be required to complete twelve hours of community service, an exit questionnaire and interview. Ultimately in the years to follow, we would like our graduates to be able to demonstrate their understanding of important concepts via portfolios, oral and written presentations and live demonstrations.

We are very excited about the potential long-term benefits of these performance-based standards.

In addition to the performance standards, I have outlined a 5-point plan for Pembroke Academy that will assist in preparing our students for the 21st Century. I would like to highlight this plan for you: preparing for the Millennium - Pembroke Academy in the 21st Century, a vision for our future.

Focus #1: Flexible Scheduling

“For the past 20 years educators have learned a great deal about how to improve student learning. For a variety of reasons educators have not put these theories into practice. One of the major obstacles has been the limitations imposed by time. The flexible schedule is an effort to modify that impediment.” (Gerald Mistretta, “Prisoners of Time”)

We will seek the knowledge and skills necessary to accept and implement a flexible scheduling model that will serve our students in the fall of 1999/00 school year.

Focus #2: School to Career

We want all Pembroke Academy students to have thought systematically and carefully about the career possibilities for their lives and to have acquired and developed within the core curriculum skills and knowledge that will make those careers accessible to them.

We will facilitate the students’ knowledge on the world of work, explanations of career options and development of personal skills, aptitudes and abilities.

Focus #3: Professional Development

The focus of professional development at Pembroke Academy is to prepare and support educators to help all students achieve high standards of learning and development.

We will reflect best available research and practice in teaching, learning and leadership and promote continuous inquiry and improvement embedded in the daily life of Pembroke Academy.

Focus #4: Interdisciplinary Learning

We seek to foster an interdisciplinary vision within our structuring and delivery of knowledge that offers academic coherence for our students, facilitates collegiality among our staff, and creates a focused curriculum emphasizing depth of understanding and authenticity of assessment.

Focus #5: PCS/Authentic Assessment

We seek to develop an assessment program that balances conventional testing with performance tasks which ask students to demonstrate their understanding and to thoughtfully apply knowledge, skills and habits of mind in a variety of contexts.

We are pleased with the addition of several new faculty members:

- Mike Reardon has been hired to replace Dave Hodgdon as our Director of Curriculum and Instruction.
- Tony Silva has been hired to replace Rich Pickering as our Assistant Principal.
- Colleen Bolton has been hired to replace Lisa Ransom as our guidance counselor.
- Gail Luerssen has been hired to replace Margaret Brown as our Transition Coordinator.
- Karen MacRae has been hired to replace Nancy Smith as our Special Education teacher.
- Karen Cross has been hired to replace Wade Sauls as our business teacher.
- Wes Cook has been hired to replace John Brennan as our Special Education teacher.
- Harry Grover has been hired to replace Phil Bragdon as our Spanish teacher.
- Maureen Lynch has been hired to replace Diane Griffith as our guidance counselor.
- Chris MacStravic has been hired to replace Tina Haggart as our math teacher.
- Sandy Olivier has been hired as our social studies teacher to fill a one-year leave of absence.
- Paul Berler has been hired as our new music teacher.

I envision for Pembroke Academy an integrated, cohesive “*community of learning*” where students and teachers make interpersonal and interdisciplinary connections. The result will be a student-centered atmosphere characterized by meaningful, relevant, consistent, fun and challenging learning expectations and activities for all.

I see the goal being that discussions, decisions and actions of the institution shall focus on “*what’s in the best interest of students.*” Obviously, we cannot make everybody happy or give people everything they want. However, we will be better able to meet the needs of our students when we focus on what’s in their best interest.

The challenges ahead will take time. The struggle will continue to be difficult. However, when we work together in students’ best interest, we can accomplish almost anything. Again, I continue to look forward to working with all of you in an effort to nurture our most precious resource - our children.

Respectfully submitted,
John Graziano, Headmaster

PEMBROKE THREE RIVERS SCHOOL PRINCIPAL'S REPORT

It has been good to once again hear the sounds of music as you walk down the hallway towards the cafeteria. The addition of a music teacher, even though only two days a week, has been welcomed by students and parents. We have started an advanced and a beginner band, which have been very popular. Fifth and sixth graders are receiving classroom music classes for part of the year. I have been remarkable how well the students performed at their initial concerts this year and it was great to see a full house at holiday concert. We currently share the time of one music teacher with Pembroke Academy and hopefully will be able to have a teacher full time at Three Rivers. I think student interest has demonstrated the need.

Money was appropriated from the capital reserve to provide good playing fields. Grass was scarce on the fields and they were extremely hard, which created the possibility of injuries. Immediately after school adjourned last June work was started on the fields. A water line was also provided so the field could be watered regularly. By September the results were amazing. We had fields that were in excellent shape. The fields are in constant use by school teams and Pembroke youth leagues. Everyone in town benefited from this investment.

A great deal of work is constantly put into finding and writing grants. Often this work does not result in funding. However, we were very excited that two grants were funded this year; a Goals 2000 grant and a computer literacy grant. The grants focused on putting computers into the schools and on our math program. We had identified our math program as a curriculum area that needed review. At Three Rivers these grants have resulted in installing computers in the 5th and 6th grade classrooms and a grouping of six computers in each 7th/8th grade math classroom. Math software and teacher computer training were also included. In the area of math we are using the funds to examine our program in relation to the state testing, to complete Pembroke's Comprehensive Math Standards, and to provide training for teachers.

Parent volunteers continue to provide valuable assistance in a variety of areas. We again received the State Blue Ribbon Award for Volunteerism at Three Rivers. This Fall I was pleasantly amazed at the response to our request for volunteers for Net Day, a day intended to wire the school for computer use. We wound up having several Net Days since it took more than one day to wire Three Rivers. But thanks to the volunteers who worked hard, Three Rivers is now completely wired for computer use.

The other staff change this year, in addition to our music teacher, has been the movement of our computer teacher from a non certified position to a certified position. Timing was perfect since he worked hard on the computer grants and took responsibility for installation of the new computers and coordinating Net Day. We are currently updating our computer curriculum to reflect advances in computers.

Our school-wide behavior management program has been in effect for three years. Each year it runs more smoothly as students know what to expect and it has provided a consistent set of behavior expectations at Three Rivers. The amount of students receiving behavior reports has declined each year. It is interesting to note that national educational literature this year has been discussing the benefits of such a program.

Teachers and community members have been working on Pembroke Comprehensive Standards for several years. These standards have defined what a graduate of the Pembroke School System should know. We are completing benchmarks for the 8th grade and should have them in place by September. Benchmarks will break down the graduation standards so that we know what is expected from students before they complete 8th grade. This will help us to measure students' progress and know if the curriculum or program needs to be changed to meet students' needs. Benchmarks will be measured in more than one way but we are working to develop performance assessments to use at important culminating times. Performance assessments are real life tasks given to students that ask them to use knowledge from a variety of subject areas to demonstrate their learning through a presentation. This differs from tests just asking for short answers because students are asked to think and use what they know.

What does the general program at Three Rivers look like? Students experience more changes between the ages of ten and fourteen than at any other time in life. At Three Rivers we work to meet the unique needs of young adolescents. Students have a great diversity in interests, needs, abilities, and past experiences. We must help students move from elementary school to high school. At Three Rivers there is a dedicated staff who enjoy working with young adolescents. The program focuses on the basic academics while also trying to provide opportunities for students to have new experiences and to grow.

5th/6th grade students take math, science, social studies, language arts

7th/8th grade students take math, science, social studies, English, reading or French

selected 8th grade students take advanced math

All students take the following courses for a limited part of the year:

health, computers, art, physical education

5th/6th grade student also take music. 5th grade students also take library.

A variety of enrichment activities, clubs, and sports provide opportunities for all students.

I enjoy working with students, parents, and community members in Pembroke and appreciate your support for our programs. I invite you to come and visit Three Rivers.

Respectfully submitted,
Allen Zipke, Principal
Three Rivers School

PEMBROKE HILL/VILLAGE SCHOOLS PRINCIPAL'S REPORT

The 1996/97 school year began very smoothly. Our enrollment for the two buildings remains fairly constant. We are just about 500 students between the two schools.

Spring of 1997 was the occasion for our first annual fitness walk and road race. Craig Stam, our physical education teacher, did a tremendous amount of work to arrange for this event. Students took pledges and family members were welcome to participate in the event. Children from both schools participated and we were wonderfully supported by local businesses, the local police and students from Pembroke Academy. It was a very successful event and the funds raised will be saved toward a major renovation of the playground at Hill School. This event provided a healthy fun-filled afternoon for all. While the event was a major fund raiser it also served as the culminating event of a year long emphasis on walking as a component of a healthy lifestyle.

In the absence of a music program we have tried to provide cultural opportunities for our students in addition to those things that the individual teachers are doing within the classroom. We had the musical group, The Infinities, come and do a program for grades K-4. The Infinities present classical music in a very informative and entertaining manner. The children enjoyed the performance immensely and we received many compliments from the group about the manners and behavior of our children. In addition to the Infinities we also brought the children from each school to a play at the Capitol Center for the Arts. The Hill School students saw *The Lion, The Witch and Wardrobe* and the children from Village saw *Sleeping Beauty*. In both cases the entire student body and all of the staff attended the shows. It was wonderful to have an activity that included everyone in our buildings.

During the 1996/97 school year we again had an artist in residence in our school. The residency was geared this year to complementing the third grade studies of native Americans. Mr. Marvin Burnette was our visiting artist. He worked with the children on the music and dance of Native Americans. It was a wonderful experience for the children and staff alike. The culminating event was a family night in which Mr. Burnette got everyone up and dancing.

In the late winter and early spring of the year, a group of teacher reviewed the results of our state assessment in the area of writing. The teachers conducted a school-wide writing assessment and used the criteria from the state assessment as an evaluation guideline. They examined the state results carefully to determine what we needed to do in the area of writing instruction to improve achievement. From this the teachers generated a plan of writing instruction which has been implemented at Hill and Village School. The goal of this plan is to improve the quality of children's writing at all grade levels and to align our writing curriculum with the state frameworks.

We ended the year with mixed feelings. It is always pleasant to welcome summer and see the growth that the children have made over the course of the school year. However, with the close of school in June of 1997 we had to say good-bye to three long term staff members. Susan Laroche who had worked as a special education aide for fourteen years left because her family was relocating to Maryland. Miss Sheila Lugg and Mrs. Kathy Weisiger both retired. Miss Lugg had been in teaching for over 30 years. Her experience ranged from high school French to second grade. Mrs. Weisiger had been the librarian for Hill and Village Schools for many years. She had also served as the librarian for the middle grades when they were at the High Street School. We will miss all of these people and we thank them for their dedication to our children.

We would like to end by also thanking all of the people who work outside of the classroom to keep our school district functioning. There are many such people and they rarely receive the thanks that they should. This includes Mr. Haley, our superintendent, Dave Dziura, our assistant superintendent, and all of the staff at the SAU office. We also want to further acknowledge Mrs. Beaudoin and our fleet of bus drivers, the maintenance and custodial staff, the kitchen workers and our school secretaries who are immensely caring of our children. All of these people help make our children's time in school safe and happy. I would also like to extend a personal thank you to Mrs. Sandie Sterling for her dedication to the Village School and to the teachers that I work with on a daily basis. They are a truly caring and professional group who are dedicated to your children.

We would like to thank all of the staff at the SAU office and the school board for their support. We would also like to thank all the teaching staff and all of the support staff at both our buildings, office help, kitchen employees, bus drivers, paraprofessionals and custodians. Each one goes above and beyond in their efforts to help our students each day. We would also like to thank all of our parents for their support over the past year.

Respectfully submitted,
Susanne Whitbeck,
Principal Hill/Village Schools

PEMBROKE ANNUAL REPORT OF SCHOOL HEALTH SERVICES FOR PEMBROKE ACADEMY

Nursing Assessment/Treatments			3381
Nursing Assessment/Illness			2196
Nursing Assessment/Injury			1185
Health Counseling			925
Medications: scheduled & prn			4810
Faculty Health Office Visits			216
Total Visits to Health Office			8407
Health Records Reviewed			940
Free/Reduced Meal Program			101
Parental Conferences/Communications			945
School Educational Conferences			58
Professional Committee Participation: Discipline, Procedures, Conferences, Staff Development, Crisis Team, School Nurse Association, Inservices			78
Medical/Interagencies/Community Collaboration			136
Professional Workshops Attended (inc. w/e & pm)			10
Classroom Presentations			3
<u>Screenings</u>	<u>No.</u>	<u>Rechecked</u>	<u>Referred</u>
Vision	397	20	16
Hearing	313	7	2
Height	639		
Weight	639	6	3
Blood Pressure	377	5	3
Dental	6		6
Individual	12	12	12
Sports Physicals	84	20	20
Scoliosis	84		
Pediculosis	1	1	
Cardiac	2	2	2
Communicable Diseases			
Strep Throat			7 +
Ringworm			2
Mononucleosis			8 +
Conjunctivitis			7
Chicken Pox/Shingles			2
Pediculosis			1

Respectfully submitted,
JoAnn V. Lytle, R.N., BSN, BSEd,
School Nurse-Health Teacher

PEMBROKE ANNUAL REPORT OF SCHOOL HEALTH SERVICES FOR THREE RIVERS SCHOOL

The health office at Three Rivers School was an active place during this past school year. Some days as many as eighty students were seen while on the slower days only forty were here. Thirty-three students came daily for routine medication.

Some examples of conditions requiring nursing assessments and/or interventions are as follows (with the number of cases afterwards):

ADD/ADHD (38), various allergies (96+), bee sting (4), asthma (44), bleeding disorder-nosebleeds (20+), cardiac conditions (3), migraine headaches (4), seizure disorders (2), common scrapes and bruises (daily).

At the beginning of the school year applications for free and reduced meals were screened. During the school year some new applications were reviewed as well as verification of existing recipients. I worked closely with the cafeteria manager regarding this program. She and I also conferred about the nutritional needs of individual students.

Health assessments and screenings were conducted throughout the school year. The entire school population was screened for pediculosis during the first weeks of school. Fortunately only a couple of cases were uncovered and the parents were contacted to provide treatment.

Other screenings included height and weights, vision, hearing and scoliosis. Abnormal findings were routinely rechecked and appropriate referrals made. Telephone calls to parents were often followed up with a letter.

In the spring the Concord Visiting Nurse Association provided an immunization clinic for the required second MMR shot. Twenty-nine students attended this clinic. Also in the spring six students were screened by the school physician for sports participation.

On a weekly basis I participated in the student assistance committee. This committee was comprised of the principal, school psychologist, guidance counselor, special education teacher and the nurse. Students were referred to the committee (mostly by teachers) for a variety of reasons. Some of the referrals included academic problems, poor attendance, inability to focus in the class, and various emotional or behavior issues depending on the particular student, appropriate referrals were made by the committee. Examples of interventions included complete assessments by the school psychologist, contact with the parents, contact with the medical doctors and review by special education. I personally found this committee to be very productive and helpful.

Of course, ongoing throughout the school year, there was contact and conferences with parents, teachers and many outside practitioners and agencies. I have enjoyed working with the students, parents, and teachers at Three Rivers School. Thank you.

Respectfully Submitted,
Beth Corcoran, R.N.BSN, School Nurse

PEMBROKE ANNUAL REPORT OF SCHOOL HEALTH SERVICES FOR PEMBROKE HILL SCHOOL

	<u>SCREENING</u>	<u>RECHECK</u>	<u>REFERRED</u>
Screenings			
Vision	300	25	18
Hearing	300	19	6
Dental*	40		13
Scoliosis	108	8	2
Blood Pressure Check	82		
Height & Weight	300		

NURSING ASSESSMENT/TREATMENT FOR:

Illness/Injury	2024	
Home Visits	10	
Medications	7100	
Parent Contacts	1885	
ADHD student group (3 groups)	3	students
Medical Contacts	45	

* We have not been able to offer our Dental Clinic which consists of exam, cleaning and fluoride application because we have not found a hygienist to do it.

PEMBROKE VILLAGE SCHOOL

	<u>SCREENING</u>	<u>RECHECK</u>	<u>REFERRED</u>
Screenings			
Vision	195	12	12
Hearing	195	23	2
Impedance	195	71	10
Dental			4
Blood Pressure Check	12		
Height & Weight	180		

NURSING ASSESSMENT/TREATMENT FOR:

Illness/Injury	939	
Home Visits	12	
Parent Contacts	40	
Medications	1587	
Medical Contacts	30	

Respectfully Submitted,
Mary Rosenthal, School Nurse

PEMBROKE ACADEMY 1997 GRADUATES

Allenstown

Beliveau
Melissa Linda Bresse
Brian Michael Camelo
Patricia A. Charlonne
Anne-Marie Chisholm
John W. Coburn
Erika Marie DiGregorio
Michelle Claire Duchesne
Christopher Robin Duquette
Christopher Michael Gagne
Crystal Lee Hebert
Stephanie Jean Hewitt
Crystal Dawn Hills
Joshua S. Hunt
Walter Johnson, Jr.
Matthew Francis Keane
Brian B. LaBarge
Michael James McGhee
Philip F. McGrath
David P. Nichols, Jr.
Elizabeth Joy Randall
Erick D. Raymond
Therese Nicole Tousignant

Barnstead

Susan Lynne LeGrow

Chichester

Patricia Marie Ahearn
James T. Baum
John Robert Bushey
John A. Clark
Lance C. Darling
Ariella D. Duquette
Marylee French
Jeffrey R. Haskett
An-gel Stephanie Kenneally
Talisha Anne Kollett.
Marcie Lynn Lawrence.
Kelly Anne Michael
Haley A. Morin
Carl Ben Morrison

Adam Nicholas Sanborn
Chelsea Jane Shea
Jennifer Lee Shurkus
Rebecca Kathleen Snell
Anne Louise West

Deerfield

Jesse C. Graham
Brian Keith Woodburn

Epsom

Kandra Patricia Arling
Charles Timothy Ayers, Jr.
Kevin R. Bond
Wendy Elizabeth Buckus
Mark Thomas Carroll
Michael Leo Chouinard
Paul Michael Hebert
Charles M. Hersey
Christopher Michael Hodgdon
Kimberly Ruth Howes
Justin Alan Humphreys
Jessica Lynn Jones
Stacie Jean Levesque
Trois Williams Little
Kerry I. Lomartire
Timothy Parick McAvoy
Scott Biron Mitchell
Vanessa A. Paris
Gregory William Pinard
Marlena Cookling Smith
Vera G. Spillner
Jenelle Renee Spring
Katherine Elizabeth Taylor
Jasmine Walton
Gregory Brett White
Mary Margaret E. Wilcox
Gottfried Otto Zwesper

Hooksett

Diana L. Avann
April Lyn Blake
Bryan C. Bouchard

Sarah Ellen DobreMarty A.
Mark J. Kozar
Joshua M. Kroeplin
Jennifer Regina Lortie
Sarah Beth Lucas
Anne Elizabeth Lucier
Sarah Lynn Lucier
Danielle Ann Quirion
Angela Elaine Roy
Rebecca Suzanne Sheehan

Pembroke

Leasa E. Armour
Jonathan Charles Ayers
Adam L. Ballard
Matthew Allan Baron
Adam Paul Beaudet
Nathan J. Bernard
Ashley Susan Corbett
Eric Pieter Cruson
Greg Michael Darling
Meghan Eileen Estabrook
Brendan Adam Fish
Joseph Michael Gagne
Bethany W. Gates
Margaret Ann Gerhardt
Megan Anne Germond
Christopher Arthur Gibbs
Lisa Marie Gomulka
Jessica Maureen Graston
Jason M. Grenier
Mark A. Hancock
Erik P. Hanson
Jessica Lynn Marie Head
Eric S. Healy
Erik A. Hildreth
Chester L. Hill
Adrienne Cole Johanson
Jason R. Keeler
Lisa Diane Keeler
Darcy Lynn Kudrick
Kristie A. Kulik
Craig D. Landry

Pembroke (cont'd.)

Angela Marie Lane
Derek J. LeDoux
Keith Edward Lowney
Jessica Ruth Lucier
Michael Paul MacNally
Nicholas A. May
Michael Alan McCabe
Stephanie Lee McCarty
Brandy Lee McClintock
Christopher M. McClintock
James K. McFetridge, III
Derek J. Morey
Cynthia Ann Mrazik

Carrie Elizabeth Musil
Michael L. Parent
Courtney Christine Patterson
Sara K. Poitras
Matthew Jon Potter
Melissa Susan Potter
Heather E. Provencal
William Rutledge Putnam
Lauren Lynn Richard
Sarah Anna Rourke
Constance M. Russell
Luke John Scarola
Caleb Mark Scofield
Daniel Richard Seay

Michael James Severance
Jay Patrick Smith
Joshua M. Smith
Nathaniel Smith
Renee M. Tetrault
Ryan Lynnwood Trexler
Christopher Alan Turcotte
Joel Edward VanPatten
Davis William Weed
Stephanie Andrea Williams
Sonia A. Wilson
Susanna Renee Woodward
Lindsay Ann Zeaman
Nicholas Scott Zweig

THREE RIVERS SCHOOL 1997 GRADUATES

Christina Abbott
Benjamin Amar
Amber L. Aussant
Ryan E. Batza
Alecia E. Beaudet
Jessica A. Bedell
Julie N. Bergman
Bryan R. Bertolami
David Berube, Jr.
Andrea L. Blais
Sarah E. Bobula
Bryan J. Boucher
Amanda J. Boudreau
Jessica C. Bryant
Joseph H. Buckley
Justin R. Carlucci
Ryan J. Carrier
Melissa A. Carty
Michael J. Chadbourne
Katie M. Chaput
Katherine G. Charlton
Bradley A. Chartier
Amy L. Chouinard
Therese M. Chronis
Jeremy M. Corbeil
Joshua E. Corbett
Kathleen E. Daley
Michael J. Davey
Jeffrey Davis
Nichole E. Davis
Michael J. Delgado
Timothy N. DeSerres
Michael P. Despres
Krystal E. Dorr
Desiree P. Dyer
Christopher F. Fleming

Travis M. Fleury
Derek R. Folsom
Jennifer L. Foote
Emily M.J. Forest
Jeremy A. Gagne
John P. Gagnon
Scott W. Gallagher
John P. Gelinas
Michael A. Gialousis
Jonathan A. Goff
Angela M. Goings
Lindsay M. Gordon
Jennifer L. Green
Kristie A. Hall
Cory H. Halvorsen
Steven B. Hanson
Kou M. Higgins
Edward R. Higgins
Robert D. Higgins
Nikki A. Hill
Niels C. Holbrook
Brian E. Hunter
Taryn A. Hussey
Joshua S. Johnston
Corey D. Jordan
Ellen M. Joyce
Damian Q. Kennard
Eric C. Labonte
Andrew S. Labore
Jamie L. LaDuke
Matthew LaFleur
Dong Lee
Michael G. Lemay
Jason T. Lewis
Jessica A. Long
Timothy M. Lopez

Helen M. Lopresti
Kathleen A. Lovett
Jeffrey A. Lowes
Melissa MacNally
Tiffany R. Major
Theresea P. Malo
Elisha M. Martin
David P. McAlister
Blakely V. Miner, III
Christopher B. Mulcahy
Joshua A. Mullin
Bridget Y. Nelson
Mark A. Paradis
Dustin A. Paraskeva
Caitlin S. Parnell
Angela L. Paulin
Heather L. Payeur
Steven A. Perron
Ray R.J. Perry
Cindy A. Phillips
Stephanie L. Rochon
Alan C. Rogers
Diana L. Roy
Reagan M. Saltmarsh
Ryan D. Scofield
Kristin M. Shaw
Stacey A. Sheldon
Stephanie B. Sheldon
Alexandra R. Snow
Kris D. Strassner
Kevan D. Strassner
Mark J. Symanski
Ross G. Thomas
Justin F. VanNest
Kathleen M. Walsh
Jacob Zielinski

TEACHER'S SALARY SCHEDULE 1997/98

STEP	BA	BA+15	MA	MA+16
1	20,811	21,738	24,416	25,189
2	21,680	22,646	25,437	26,242
3	22,432	23,398	26,188	26,993
4	23,183	24,149	26,940	27,744
5	23,934	24,900	27,691	28,496
6	24,686	25,652	28,442	29,247
7	25,437	26,403	29,193	29,998
8	26,998	27,964	30,756	31,560
9	28,755	29,720	32,512	33,316
10	30,511	31,477	34,268	35,072
11	32,267	33,233	36,024	36,829
12	34,023	34,989	37,780	38,585
13	35,633	36,599	39,390	40,195

SCHOOL EMPLOYEE SALARY RANGES

Secretaries	\$ 8.49/hr.-\$11.93/hr.
Teacher Aides	\$ 7.00/hr.-\$ 9.65/hr.
Custodians	\$ 7.25/hr.-\$13.61/hr.
Lunch Program	\$ 5.50/hr.-\$ 8.26/hr.

SCHOOL OFFICERS SALARIES

SCHOOL BOARD MEMBERS

Clint Hanson, Chairman	\$819.00
Gerard Fleury	770.25
Ingrid Lemaire	770.25
Susan Seidner	770.25
Ryland Weisiger	770.25

DISTRICT CLERK

Cynthia Menard	\$25/Meeting
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MODERATOR

Tom Petit	\$65/Meeting
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DISTRICT TREASURER

Peggy Topliff	\$2,600.00
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DIRECTOR OF MAINTENANCE

Roger Simard	\$36,623.52
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Name and Address

Telephone

[illegible]

1998

TOWN MEETING WARRANT

AND

PROPOSED TOWN BUDGET

TOWN MEETING WARRANT FOR PEMBROKE, NEW HAMPSHIRE

**TO THE INHABITANTS OF THE TOWN OF PEMBROKE, IN THE COUNTY OF
MERRIMACK, IN SAID STATE, QUALIFIED TO VOTE IN TOWN AFFAIRS:**

You are hereby notified to meet at the Pembroke Village School on Tuesday, March 10, 1998 from 11:00 a.m. until 7:00 p.m. for the casting of ballots; and at the Pembroke Academy Auditorium in said Pembroke on Saturday, March 14, 1998, at 10:00 a.m., to act upon the following articles:

**BALLOT ARTICLES
MARCH 10, 1998**

1. To choose all necessary officers for the year ensuing.
2. Are you in favor of the adoption of the following amendments to the existing Zoning Ordinance of the Town of Pembroke as proposed by the Planning Board:

AMENDMENT # 1

Amend Article IV , Section 143-19 , Retail and Service , #20 to read: Planned Commercial Development

Explanation: # 20 currently reads Planned Business Development and is inconsistent with section 143-85, which lists this type of development as Planned Commercial Development .

AMENDMENT # 2:

Amend Article IV, Section 143-19, Retail and Service to add Hotels and Motels as a permitted use in the C-1 Zone.

Explanation: Hotels and Motels are not presently allowed by the Zoning Ordinance.

Also, to amend Article II, Section 143-8, Definitions, to include the following:

HOTEL-A facility offering transient lodging accommodation to the general public and providing additional services, such as restaurants, meeting rooms, entertainment, and recreational facilities.

MOTEL- A facility providing sleeping accommodations with a majority of all rooms having direct access to the outside without the necessity of passing through the main lobby of the building. Motels may or may not have additional services such as restaurants, meeting rooms, entertainment, and recreational facilities.

Explanation: This would permit hotels and motels in the C-1 District by right. The C-1 District is Route 106 (Sheep Davis Road), the section of Route 3 from 106 to the Concord city line, and the section of Route 9 from the Soucook River to the Chichester town line.

AMENDMENT # 3:

Amend Article VII, Section 143-46, Table of Off-Street Parking Requirements, by adding a new # 13 under commercial (and renumbering the existing uses consecutively) to read as follows:

Hotels/Motels-one (1) space for each sleeping room, plus one (1) space for each 400 sq. ft. of public meeting room. The Planning Board may require more spaces if large function areas are proposed.

Explanation: This would establish the minimum parking standards for hotels/motels.

AMENDMENT # 4:

Amend Article X, Section 143-76, Dimensional and Density Requirements, by adding an item D. to read as follows:

D. The calculation of useable land shall include a minimum of 15% for roads and travelways.

Explanation: Before developers can calculate how many dwellings may be on their property, they must first reduce the available land by 15% to account for roads and travelways.

**DELIBERATIVE SESSION
MARCH 14, 1998**

3. To see if the Town will vote to raise and appropriate the sum of four hundred thirty-nine thousand dollars (\$439,000) for the purpose of constructing an addition to the Pembroke Highway Garage; four hundred and thirty thousand dollars (\$430,000) of such sum to be raised through the issuance of bonds or notes under and in compliance with the Municipal Finance Act, RSA 33:1 et seq., as amended; furthermore to authorize the withdrawal of five thousand five hundred dollars (\$5,500) plus all accumulated interest to the date of withdrawal from the Town Garage Capital Reserve Fund created for this purpose; to authorize the Selectmen to apply for, obtain and accept federal, state or other aid, if any, which may be available for said project and to comply with all laws applicable to said project; to authorize the Selectmen to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Selectmen to take any other action or to pass any other vote relative thereto.

Recommended by Board of Selectmen and Budget Committee.

(2/3 ballot vote required)

4. To see if the Town will vote to raise and appropriate the sum of eight thousand five hundred dollars (\$8,500) to be added to the Sewer and Water Extension Capital Reserve Fund previously established.

Recommended by Board of Selectmen and Budget Committee.

(Majority vote required)

5. To see if the Town will vote to raise and appropriate the sum of ninety thousand dollars (\$90,000) to be added to the Town Equipment Capital Reserve Fund previously established.
Recommended by Board of Selectmen. Not recommended by Budget Committee.
(Majority vote required)
6. To see if the Town will vote to raise and appropriate the sum of fifty thousand dollars (\$50,000) to be added to the Fire Equipment Capital Reserve Fund previously established.
Recommended by Board of Selectmen. Not recommended by Budget Committee.
(Majority vote required)
7. To see if the Town will vote to raise and appropriate the sum of fifteen thousand dollars (\$15,000) to be added to the Fire Department Small Equipment Fund previously established.
Recommended by Board of Selectmen and Budget Committee.
(Majority vote required)
8. To see if the Town will vote to establish a Capital Reserve Fund under the provisions of RSA 35:1 for a property revaluation of the Town and to raise and appropriate the sum of twenty-five thousand dollars (\$25,000) to be placed in this fund, and to designate the Board of Selectmen as agents to expend. *Recommended by Board of Selectmen. Not recommended by Budget Committee.*
(Majority vote required)
9. To see if the Town will vote to raise and appropriate a sum not to exceed one hundred thousand dollars (\$100,000) to purchase a one ton dump truck with equipment and to rehabilitate the front end loader and to authorize the withdrawal of a sum not to exceed one hundred thousand dollars (\$100,000) from the Town Equipment Capital Reserve Fund created for this purpose.
Recommended by Board of Selectmen. Not recommended by Budget Committee.
(Majority vote required)
10. To see if the Town will vote to raise and appropriate a sum not to exceed thirty thousand dollars (\$30,000) to purchase a forest fire truck and to authorize the withdrawal of a sum not to exceed thirty thousand dollars (\$30,000) from the Fire Equipment Capital Reserve Fund created for this purpose. *Recommended by Board of Selectmen and Budget Committee.*
(Majority vote required)
11. (By petition) To see if the Town will vote to raise and appropriate the sum of thirty thousand dollars (\$30,000) to be added to the Library Building capital reserve fund previously established in 1937. *Recommended by Library Board of Trustees. Not recommended by Board of Selectmen and Budget Committee.*
(Majority vote required)

12. To see if the Town will vote to adopt the provisions of RSA 76:15-a and collect property taxes on a semi-annual basis.
13. To see if the Town will vote to amend the Code of the Town of Pembroke by adding a new article providing for the removal of dog feces.
14. To see if the Town will vote to raise and appropriate the sum of **\$4,089,117** which represents the operating budget. Said sum does not include special or individual articles addressed.
15. To hear the reports of auditors, agents and committees or of officers heretofore chosen, and to pass any vote relating thereto.
16. To transact any other business that may legally come before said meeting.

Given under our hands and seal this 17th day of **February, 1998.**

/S/ John B. Goff

/S/ Armand "Tom" Martel

/S/ Gerald R. Belanger

Board of Selectmen
Town of Pembroke, NH

Posting Certification

We hereby certify that we gave notice to the inhabitants within named, to meet at the time and place and for the purpose within mentioned, by posting an attested copy of the within Warrant at the Pembroke Town Hall, Pembroke Village School, and Pembroke Academy on the 20th day of **February, 1998.**

/S/ John B. Goff

/S/ Armand "Tom" Martel

/S/ Gerald R. Belanger

Board of Selectmen
Town of Pembroke, NH

STATE OF NEW HAMPSHIRE
DEPARTMENT OF REVENUE ADMINISTRATION
MUNICIPAL SERVICES DIVISION
61 So.Spring St., P.O.Box 1122
Concord, NH 03302-1122
(603) 271-3397

MS-7



BUDGET FORM FOR TOWNS WHICH HAVE ADOPTED
THE PROVISIONS OF RSA 32:14 THROUGH 24

BUDGET OF THE TOWN

OF _____ PEMBROKE _____ N.H.

Appropriations and Estimates of Revenue for the Ensuing Year January 1, 1998 to December 31, 1998 or
for Fiscal Year From _____ to _____

IMPORTANT: Please read RSA 32:5 applicable to all municipalities.

1. Use this form to list the entire budget in the appropriate recommended and not recommended area. This means the operating budget and all special and individual warrant articles must be posted.
2. Hold at least one public hearing on this budget.
3. When completed, a copy of the budget must be posted with the warrant. Another copy must be placed on file with the town clerk, and a copy sent to the Department of Revenue Administration at the address above.

THIS BUDGET SHALL BE POSTED WITH THE TOWN WARRANT

Budget Committee: (Please sign in ink.)

Date FEBRUARY 18, 1998

David Freeman - Warrant
Chairman - Danny
Jacqueline L. Thompson
Steve Dwyer
Kenneth C. Lunde

Richard Duffy
James P. Van Hook
Bernard Cherry
Wayne Z. Borge

Acct. #	PURPOSE OF APPROPRIATIONS (RSA 32:3, V)	Warr Art#	Appropriations Prior Year As Approved By DRA	Actual Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS ENSUING FISCAL YEAR		BUDGET COMMITTEE'S APPROPRIATIONS ENSUING FISCAL YEAR	
					RECOMMENDED	NOT RECOMMENDED	RECOMMENDED	NOT RECOMMENDED
GENERAL GOVERNMENT								
4130-4139	Executive		206,515	199,299	219,858			
4140-4149	Election, Reg. & Vital Statistics		45,678	44,254	58,764			
4150-4151	Financial Administration		118,594	108,699	126,708			
4152	Revaluation of Property							
4153	Legal Expense							
4155-4159	Personnel Administration							
4191-4193	Planning & Zoning		110,649	97,055	116,374			
4194	General Government Buildings							
4195	Cemeterias		9,402	8,398	8,752			
4196	Insurance							
4197	Advertising & Regional Assoc.							
4199	Other General Government		191,700	159,738	177,100			
PUBLIC SAFETY								
4210-4214	Police		538,863	524,828	621,119			
4215-4219	Ambulance							
4220-4229	Fire		140,024	141,099	166,547			
4240-4249	Building Inspection							
4290-4299	Emergency Management		463	415	463			
4299	Other Public Safety (including Communications)							
AIRPORT/AVIATION CENTER								
4301-4309	Airport Operations							

Year 1998

Budget - Town of

PEMBROKE

MS-7

Acct.#	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Warr Art#	Appropriations Prior Year As Approved By DRA	Actual Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS ENSUING FISCAL YEAR		BUDGET COMMITTEE'S APPROPRIATIONS ENSUING FISCAL YEAR	
					RECOMMENDED	NOT RECOMMENDED	RECOMMENDED	NOT RECOMMENDED
HIGHWAYS & STREETS								
4311-4312	Admin., Highway & Streets		389,074	375,183	450,403			
4313	XXXXXXXX Rd Const Maint		192,832	191,566	284,465			
4316	Street Lighting							
4319	XXXXXX Fleet Maint		48,894	48,590	56,260			
SANITATION								
4321-4323	Admin. & Solid Waste Collection		302,363	291,631	303,246			
4324	Solid Waste Disposal							
4325	Solid Waste Clean-up							
4326-4329	Sewage Collection & Disposal & Other							
WATER DISTRIBUTION & TREATMENT								
4331-4332	Admin. & Water Services							
4335-4339	Water Treatment, Conservation & Other							
ELECTRIC								
4351-4352	Admin. & Generation							
4353	Purchase Costs							
4354	Electric Equipment Maint.							
4359	Other Electric Costs							
HEALTH AND WELFARE								
4411-4414	Admin. & Pest Control							
4415-4419	Health Agencies & Hospitals & Other		40,395	39,881	40,447			
4441-4442	Admin. & Direct Assistance		53,488	53,407	55,837			

Acct. #	PURPOSE OF APPROPRIATIONS (RSA 3213,V)	Marr Art#	Appropriations Prior Year As Approved By DRA	Actual Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS ENSUING FISCAL YEAR		BUDGET COMMITTEE'S APPROPRIATIONS ENSUING FISCAL YEAR	
					RECOMMENDED	NOT RECOMMENDED	RECOMMENDED	NOT RECOMMENDED
4444	Intergovernmental Welfare Payments							
4445-4449	Vendor Payments & Other							
	CULTURE & RECREATION							
4520-4529	Parks & Recreation		49,464	44,703	60,343			
4550-4559	Library		64,414	64,414	75,101			
4583	Patriotic Purposes		2,410	2,250	2,250			
4589	Other Culture & Recreation							
	CONSERVATION							
4611-4612	Administration & Purchases of Natural Resources		1,060	1,060	1,060			
4619	Other Conservation							
4631-4632	REDEVELOPMENT & HOUSING							
4651-4659	ECONOMIC DEVELOPMENT		8,925	7,767	19,355			
	DEBT SERVICE							
4711	Princ.- Long Term Bonds & Notes		317,667	310,397	310,397			
4721	Interest-Long Term Bonds & Notes		160,080	142,777	132,948			
4723	Interest on TANS		139,415	114,427	124,540			
4790-4799	Other Debt Service							
	CAPITAL OUTLAY							
4901	Land				2,500			
4902	Machinery, Vehicles & Equipment		24,950	24,971	25,515			
4903	Buildings				15,800			

Year 1998

Budget - Town of

PEMBROKE

MS-7

Acct. #	PURPOSE OF APPROPRIATIONS (RSA 32:3,V)	Warr Art.#	Appropriations Prior Year As Approved By DRA	Actual Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS ENSUING FISCAL YEAR		BUDGET COMMITTEE'S APPROPRIATIONS ENSUING FISCAL YEAR	
					RECOMMENDED	NOT RECOMMENDED	RECOMMENDED	NOT RECOMMENDED
4909	Improvements Other Than Buildings							
4912	To Special Revenue Fund							
4913	To Capital Projects Fund							
4914	To Enterprise Fund							
	Sewer-		275,929	275,929	290,744			
	Water-		364,176	364,176	388,421			
	Electric-							
	Airport-							
4915	To Capital Reserve Fund							
4916	To Expendable Trust Funds (except Health Maintenance Trust Fund)							
4917	To Health Maintenance Trust Fund							
4918	To Nonexpendable Trust Funds							
4919	To Agency Funds							
SUBTOTAL 1					4,135,317		4,089,117	46,200

If you have a line item of appropriations from more than one warrant article, please use the space below to identify the make-up of the line total for the ensuing year.

Acct. #	Warr. Art. #	Amount	Acct. #	Warr. Art. #	Amount

..SPECIAL WARRANT ARTICLES**

Special warrant articles are defined in RSA 32:3, VI, as appropriations 1) in petitioned warrant articles; 2) appropriations raised by bonds or notes; 3) appropriating to a separate fund created pursuant to law, such as capital reserve funds or trusts funds; or 4) an appropriation designated on the warrant as a special article or as a nonlapsing or nontransferable article.

Acct#	PURPOSE OF APPROPRIATIONS (NSA 32.3,V)	Warr Art#	Appropriations Prior Year As Approved By DRA	Expenditures Prior Year	SELECTMEN'S APPROPRIATIONS ENSUING FISCAL YEAR		BUDGET COMMITTEE'S APPROPRIATION ENSUING FISCAL YEAR	
					RECOMMENDED	NOT RECOMMENDED	RECOMMENDED	NOT RECOMMENDED
	Highway Garage Additn				439,000		439,000	
	Sewer/Water Cap Rsrv				8,500		8,500	
	Town Equip Cap Rsrv		70,000	70,000	90,000			90,000
	Fire Equip Cap Rsrv				50,000			50,000
	Fire Sm Equip Cap Rsrv		15,000	15,000	15,000		15,000	
SUBTOTAL 2 Recommended								

Continued Below

XXND IV DDVAXXWARRANTXXAR TCTCESXX

[illegible]

Acct. #	SOURCE OF REVENUE	Warr. Art. #	Estimated Revenue Prior Year	Actual Revenue Prior Year	ESTIMATED REVENUE ensuing Year
TAXES					
3120	Land Use Change Taxes		150	1,315	
3180	Resident Taxes				
3185	Yield Taxes		7,512	11,575	7,000
3186	Payment in Lieu of Taxes		50,000	50,000	50,000
3189	Other Taxes Sewer Betterment		51,016	51,016	51,016
3190	Interest & Penalties on Delinquent Taxes		140,000	144,000	130,000
	Inventory Penalties				
LICENSES, PERMITS & FEES					
3210	Business Licenses & Permits				
3220	Motor Vehicle Permit Fees		575,000	598,656	630,000
3230	Building Permits		22,000	22,631	25,000
3290	Other Licenses, Permits & Fees		20,500	20,034	19,944
3311-3319	FROM FEDERAL GOVERNMENT				
FROM STATE					
3351	Shared Revenues		50,307	50,307	50,918
3352	Meals & Rooms Tax Distribution		71,443	71,443	71,543
3353	Highway Block Grant		113,226	113,226	104,183
3354	Water Pollution Grant		84,654	84,654	82,876
3355	Housing & Community Development				
3356	State & Federal Forest Land Reimbursement				
3357	Flood Control Reimbursement				
3359	Other (Including Railroad Tax)		27,794	27,228	24,648
3379	FROM OTHER GOVERNMENTS				
CHARGES FOR SERVICES					
3401-3406	Income from Departments		145,000	142,684	147,945
3409	Other Charges Gas Sale-School		5,685	7,200	8,000
MISCELLANEOUS REVENUES					
3501	Sale of Municipal Property		2,394	2,394	
3502	Interest on Investments		110,000	124,097	110,000
3503-3509	Other				
INTERFUND OPERATING TRANSFERS IN					
3912	From Special Revenue Funds				

Acct. #	SOURCE OF REVENUE	Warr. Art. #	Estimated Revenue Prior Year	Actual Revenue Prior Year	Estimated Revenue Ensuing Year
3913	From Capital Projects Funds		1,327	27,027	28,892
3914	From Enterprise Funds				
	Sewer - (Offset)		275,929	275,929	290,744
	Water - (Offset)		364,176	364,176	388,421
	Electric - (Offset)				
	Airport - (Offset)				
3915	From Capital Reserve Funds		307,000	265,527	35,500
3916	From Trust & Agency Funds		285		285
OTHER FINANCING SOURCES					
3934	Proc. from Long Term Bonds & Notes				430,000
Amounts VOTED From Fund Balance ("Surplus")					
Fund Balance ("Surplus") to Reduce Taxes					
TOTAL REVENUES & CREDITS			2,425,398	2,455,119	2,686,920

BUDGET SUMMARY

	SELECTMEN	BUDGET COMMITTEE
SUBTOTAL 1 Recommended (from page 4)	4,135,317	4,089,117
SUBTOTAL 2 Special warrant articles Recommended (page 5))	757,500	492,500
SUBTOTAL 3 "Individual" warrant articles Recommended (page 5)		
TOTAL Appropriations Recommended	4,892,817	4,581,617
Less: Amount of Estimated Revenues & Credits (from above)	2,786,920	2,686,920
Estimated Amount of Taxes To Be Raised	2,105,897	1,894,697

(REV.1997)

1998

SCHOOL DISTRICT WARRANT

AND

PROPOSED SCHOOL BUDGET

THE STATE OF NEW HAMPSHIRE

TO THE INHABITANTS OF THE SCHOOL DISTRICT IN THE TOWN OF PEMBROKE,
QUALIFIED TO VOTE IN DISTRICT AFFAIRS:

You are hereby notified to meet at Pembroke Academy in said District on the 7th day of March, 1998 at 10:00 o'clock in the morning to act upon the following subjects:

1. To see if the District will vote to raise and appropriate the sum or \$7,356,000 for the construction, renovation, furnishing and equipping of additional and existing facilities at Pembroke Academy, and to authorize issuance of not more than \$7,356,000 of bonds or notes therefore in accordance with the Municipal Finance Act (R.S.A. Ch. 33); to authorize the School Board to contract or apply for, obtain and accept Federal, State, or other aid, if any, which may be available for said project and to comply with all laws applicable to said project, and to authorize the School Board to negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and further to authorize the School Board to take any other action or to pass any other vote relative thereto. (School Board recommends approval. Budget Committee recommends approval.)

2. Shall the District instruct the School Board to delay the issuance of bonds authorized by a vote of the District meeting on Article 1 until all the Districts in the current A.R.E.A. Agreement are committed to the bond issue pursuant to RSA 195-A:14 and further instruct the School Board to revise and present to the District building plans to account for departing districts if any of the sending districts vote pursuant to RSA 195-A:14 to withdraw from the A.R.E.A. Agreement. (This is a non-binding advisory article.)

3 To hear the reports of Agents, Auditors, Committees, or Officers chosen, and to pass any vote relating thereto.

4. To see if the District will vote to authorize the School Board to accept gifts and donations from any source on behalf of the School District.

5. To see if the District will vote to approve the cost items as set forth in the collective bargaining agreement reached between the Pembroke School Board and the Education Association of Pembroke for the 1998/99, 1999/00 and 2000/01 fiscal years which calls for the following estimated increases in salaries and benefits:

Year 1998/99	\$111,629
Year 1999/00	\$181,939
Year 2000/01	\$181,324

and further to raise and appropriate the sum of \$111,629 for the 1998/99 fiscal year, such sum representing the additional costs attributable to the increase in salaries and benefits agreed to by the Pembroke School Board and the Education Association of Pembroke. (School Board recommends approval. Budget Committee recommends approval.)

6. To see if the District will vote to authorize the withdrawal of \$24,363 from the School Building Capital Reserve Fund for the purposes of playing field restoration at Hill School and Pembroke Academy, replacing the kitchen grease trap at Village School, replacing a boiler circulation pump at Pembroke Academy and installation of sprinklers in janitorial closets at Pembroke Academy. (School Board recommends approval. Budget Committee recommends approval.)

7. To see if the District will vote to authorize the withdrawal of \$24,000 from the Major Equipment Trust Fund for the purposes of purchasing a pickup truck to replace the present 1983 vehicle and a water "cannon" to appropriately maintain the district's athletic fields. (School Board recommends approval. Budget Committee does not recommend approval.)

8. To see if the district will vote to raise and appropriate the sum of up to \$30,000, from surplus, to be added to the School Building Capital Reserve Fund previously established, and to authorize the use/transfer of up to \$30,000, from the June 30, 1998 fund balance for this purpose. (School Board recommends approval. Budget Committee recommends approval.)

9. To see if the District will vote to raise and appropriate the sum of up to \$20,000, from surplus, to be added to the Major Equipment Trust Fund previously established, and to authorize the use/transfer of up to \$20,000 from the June 30, 1998 fund balance for this purpose. (School Board recommends approval. Budget Committee recommends approval.)

10. To see what sum of money the District will raise and appropriate for the support of schools, for the payment of salaries and benefits for school district officials and agents and for the payment of statutory obligations of the District.

11. To choose Agents and Committees in relation to any subjects embraced in the Warrant.

12. To transact other business that may legally come before said meeting.

Given under our hands and seal this 18th day of February, 1998.

Clinton Hanson
Gerard Fleury
Ingrid Lemaire
Therese McCarthy
Ronald Clouser
PEMBROKE SCHOOL BOARD

PEMBROKE SCHOOL DISTRICT WARRANT

THE STATE OF NEW HAMPSHIRE

TO THE INHABITANTS OF THE SCHOOL DISTRICT IN THE TOWN OF PEMBROKE,
QUALIFIED TO VOTE IN DISTRICT AFFAIRS:

You are hereby notified to meet at the Pembroke Village School in said District on the 10th day of March, 1998 at 11:00 o'clock in the forenoon, to act upon the following subjects:

1. To choose a Moderator for the ensuing year.
2. To choose a Clerk for the ensuing year.
3. To choose two members of the School Board for the ensuing three years.
4. To choose a Treasurer for the ensuing year.

The polls are to open at 11:00 A.M. and will close not earlier than 7:00 P.M.

All other School District buisness to be conducted at the regular School District meeting as otherwise posted.

Given under our hands at said Pembroke this 18th day of February, 1998.

Clinton Hanson
Gerard Fleury
Ingrid Lemaire
Therese McCarthy
Ryland Weisiger
PEMBROKE SCHOOL BOARD

**PEMBROKE SCHOOL DISTRICT
1998/99 BUDGET**

Purpose of Appropriation	Expenditures 1996/97	Approved Budget 1997/98	School	Budget Committee	
			Board's Budget 1998/99	Recommended 1998/99	Not Recommended 1998/99
INSTRUCTION					
Regular Program	3,486,251	3,635,545	3,674,355		
Special Program	1,329,334	1,547,019	1,660,501		
Vocational Programs	487,795	445,858	439,901		
Other Instructional Programs	204,258	136,459	136,566		
Adult/Continuing Education	0	0	1		
SUPPORT SERVICES					
Pupil Services					
Attendance/Social Work	0	0	1		
Guidance	366,752	370,173	357,739		
Health	99,520	109,953	114,166		
Instructional Staff Services					
Improvement of Instruction	46,147	65,400	67,325		
Educational Media	213,216	203,211	214,828		
Other Inst. Staff Services	10,359	15,500	15,500		
General Administration					
School Board	33,262	31,967	32,024		
Office of the Superintendent					
S.A.U. Management Serv.	234,636	240,773	249,917		
School Administrative Services	479,022	493,226	520,386		
Business Services					
Operation/Maint. of Plant	838,772	836,550	860,906		
Pupil Transportation	270,129	248,043	274,942		
Other Business Serv.	416,488	398,488	334,300		
Other Support Services	1,452,627	1,599,555	1,909,272		
Facilities Acq & Const.	29,720	35,476	7,406,365		
OTHER OUTLAYS					
Debt Serv.-Principal	355,000	355,000	355,000		
Debt Serv.-Interest	254,035	228,953	392,708		
To Food Service Fund	96,521	1	1		
To Capital Reserve Fund	30,000	30,000	30,000		
To Other Trusts	24,279	60,000	20,000		
TOTAL APPROPRIATIONS	10,758,123	11,087,150	19,066,704	18,810,421	256,283

**PEMBROKE SCHOOL DISTRICT
ESTIMATED REVENUES**

REVENUES & CREDITS AVAILABLE TO REDUCE SCHOOL TAXES	REVISED REVENUE 1997/98	ESTIMATED REVENUE 1998/99	BUDGET COMMITTEE BUDGET 1998/99
REVENUE FROM STATE SOURCES			
Foundation Aid	1,191,644	1,160,243	1,160,243
School Building Aid	107,014	107,014	107,014
Area Vocational School	7,000	7,000	7,000
Catastrophic Aid	20,583	85,086	85,086
Child Nutrition	8,650	8,800	8,800
Kindergarten Aid	54,000	54,000	54,000
REVENUE FROM FEDERAL SOURCES			
IASA, Title I & II	68,000	68,000	68,000
Child Nutrition Program	169,088	106,500	106,500
Handicapped Programs	44,625	44,625	44,625
LOCAL REVENUE OTHER THAN TAXES			
Sales of Bonds or Notes		7,356,000	7,356,000
Transfer from Capital Reserve Fund	35,475	24,363	24,363
Transfer from Expendable Trust Fund		24,000	24,000
Tuition	2,957,000	3,014,670	3,014,670
Earned on Investments	7,550	5,250	5,250
Food Service	218,500	219,000	219,000
Pupil Activities	3,200	3,200	3,200
Rental	32,800	32,800	32,800
Miscellaneous	11,500	11,500	11,500
Transfer-General Fund to Food Service			
Appropriations Voted From Fund Balance	90,000	50,000	50,000
Fund Balance to Reduce Taxes	205,510	53,525	53,525
Total School Revenues & Credits	5,232,139	12,435,576	12,435,576
District Assessment	5,855,013	6,631,130	6,374,845
Total Revenues & District Assessments	11,087,152	19,066,706	18,810,421

Name and Address

Telephone

[illegible]

INFORMATION ABOUT PEMBROKE

INCORPORATED	1759
POPULATION	6,688
AREA	Approximately 22.64 Square Miles
ROADS	Approximately 70.24 Miles of Road
ANNUAL ELECTION	2nd Tuesday in March
ANNUAL TOWN MEETING	Saturday following election
SCHOOLS	Pembroke Village (K-1) Pembroke Hill (2-4) Three Rivers (5-8) Pembroke Academy (9-12)
STATE SENATOR, 15TH SENATORIAL DISTRICT	Sylvia Larsen
REPRESENTATIVES TO THE GENERAL COURT, DISTRICT 12	Gabby Daneault Kathleen A. Colburn Thomas M. Colburn Gerard "Gerry" Lavoie
UNITED STATES SENATORS	Judd Gregg Bob Smith
UNITED STATES REPRESENTATIVE	Charlie Bass
CHURCHES	Three, representing three denominations

